

# ***TOURISM FOR GOOD***

***AN INVITATION  
TO A JOURNEY TOWARDS  
SUSTAINABLE  
TOURISM BY 2030***

***»Wonderful Copenhagen's ambition  
for 2030 is that tourism in Greater  
Copenhagen positively impacts local  
and global sustainable development.«***

# TOURISM FOR GOOD

## INTRODUCTION

### **TOURISM GROWTH IS ONLY RELEVANT, WHEN IT HAS A POSITIVE IMPACT**

*Sustainable growth is considered the only relevant kind of growth!* This statement is included in Wonderful Copenhagen's 2020 **Localhood** strategy which also declares the **End of Tourism as we know it**. This statement is the driving force behind Wonderful Copenhagen's sustainability work. The key idea is that tourism is not a goal in itself; tourism is a means to a sustainable end – a reality where tourism contributes positively to society, to building better cities and destinations for locals and visitors alike and where tourism is a driver of positive change.

### **TOURISM WILL GROW**

Forecasts made by UNWTO<sup>1</sup> and WTTC<sup>2</sup> predict tourism growth in the future. For Copenhagen, the National Tourism Strategy predicts a 60 per cent growth in tourism until 2025. New hotels will be opening in the city, adding 8500 more rooms over the next few years. New cruise ships and international flights will bring more visitors to the city, and if not to Copenhagen then to somewhere else. From a purely environmental point of view, we will then potentially have gained nothing.

Tourism is here to stay, and this strategy is not an attempt to build a protective wall against it. Wonderful Copenhagen's **Localhood** strategy was the first step on a long journey towards sustainable tourism.

This strategy is the layout of the continuation of the journey to managing tourism in a responsible way for the common good of both locals, travellers and planet.

### **RISK OF VISITOR PRESSURE AND STRONGER IMPACTS ON CLIMATE CHANGE**

With tourism growth comes stronger impacts on climate change and the risk of visitor pressure in the city. Recent scientific research published in Nature<sup>3</sup> shows that tourism related activity accounts for 8 per cent of global carbon emissions, and this figure is set to rise. These are hard facts. In other European cities, the pressure of tourism is already creating conflict between locals and travellers. This not only undermines the value of the tourism experience, it is also a challenge to the liveability of the destination. With this strategy, Wonderful Copenhagen takes a further step to prevent this from happening in Copenhagen.

1. United Nations World Tourism Organization [www.e-unwto.org/doi/pdf/10.18111/9789284414024](http://www.e-unwto.org/doi/pdf/10.18111/9789284414024)  
2. World Travel and Tourism Council [www.wttc.org/-/media/files/reports/economic-impact-research/documents-2018/global-economic-impact-and-issues-2018-eng.pdf](http://www.wttc.org/-/media/files/reports/economic-impact-research/documents-2018/global-economic-impact-and-issues-2018-eng.pdf)  
3. [www.nature.com/articles/s41558-018-0141-x](http://www.nature.com/articles/s41558-018-0141-x)

## **THE ROLE OF TOURISM IN GLOBAL SUSTAINABLE DEVELOPMENT**

The course for sustainability is already set. The global community of the United Nations has defined 17 goals which set the bar for what we must achieve as a global community by 2030. Tourism plays a role, as underlined by the UN World Tourism Organisation (UNWTO)'s recent launch of a platform targeting tourism contributions to the global goals.

As outlined in target 8.9 of global goal 8 *Decent work and Economic Growth*, destinations around the world must *devise and implement policies to promote sustainable tourism*. With this strategy, Wonderful Copenhagen aims to fulfil this target on behalf of Copenhagen and beyond.

Wonderful Copenhagen operates with the definition of sustainable tourism as defined by the UN World Tourism Organisation (UNWTO). This includes a triple bottom-line approach, where environmental, social and economic aspects of sustainability are considered. Tourism has both positive and negative impacts on the three bottom lines, which is why sustainability efforts must include all three. A journey to Copenhagen should be inspirational to travellers from around the world with solutions on sustainable living in a metropolitan city. The long-term ambition is to make tourism part of the solution, instead of the problem.

## **WHO SHOULD READ TOURISM FOR GOOD?**

This strategy outlines the scope for what Wonderful Copenhagen can and will do to develop the destination when sustainable growth is the only relevant kind of growth. Naturally, Wonderful Copenhagen cannot create the desired change alone. Working with sustainability is not new to the tourism industry, where many have worked with the issues for years. We recognize and respect the work already done and consider it a strong foundation to build on. Co-creation is a cornerstone in how we operate and help bringing the tourism industry onto the journey is key to us. Sustainable transition is not an individual agenda and never will be. It needs to be a shared effort towards a more sustainable future. The strategy is a starting point and an invitation - both to join us, and for others to invite us to support their efforts. The strategy is relevant to anyone involved in the tourism development of Greater Copenhagen, and it specifically reaches out to attractions, hotels, conference organisers and venues, cruise companies, transport and tour operators, the public sector, industry organisations, NGOs, universities and others with an interest in the tourism value chains. The strategy is written in English, as it is our ambition to include and inspire as many as possible to take action. As an organisation we will make the necessary changes ourselves as well as strengthening our efforts to enable others to do the same. As the journey towards sustainable tourism is a joint effort and because the world is in constant change, the strategy will be under continuous development and is to be considered a work-in-progress. The tourism industry should always be able to identify with the strategy and with the changes that will follow as we move forward.

**»The key idea is that tourism is not a goal in itself; tourism is a means to a sustainable end – a reality where tourism contributes positively to society, to building better cities and destinations for locals and visitors alike and where tourism is a driver of positive change. «**

Copenhagen is known as a sustainable city with ambitious carbon reduction targets, a unique bicycle culture, clean water for both drinking and swimming, organic food, acceptance of diversities and as a safe city for visitors. However, other urban destinations around the world are developing fast. Where Copenhagen has been an inspiration for many other destinations, others already have equally good offers as sustainable destinations. The tourism industry in Greater Copenhagen will benefit from a shared effort to secure the position as an ambitious urban destination.

## HOW TO READ THIS STRATEGY

This strategy introduces Wonderful Copenhagen's ambition, targets and actions to further sustainable

tourism and destination development 2018–2021. The strategy consists of a guiding long-term ambition for Greater Copenhagen as a destination. With the ambition, we are thinking further ahead – as far as 2030. The account of our ambition is followed by an outline of our four focus areas. The four focus areas define where we will prioritise our efforts in 2018–2021 in order to create the foundation, the partnerships, the knowledge and the initiatives that will realise our long-term ambition. The four focus areas have defined targets and actions. Wonderful Copenhagen will use the fulfilment of the targets to measure whether the strategy has been successfully implemented. In the actions, we find inspiration and examples of how to reach the targets. Every focus area also includes relevant Sustainable Development Goals and defines the relevant stakeholders that will be involved going forward.

**»The strategy consists of a guiding long-term ambition for Greater Copenhagen, four focus areas that prioritise our efforts in 2018–2021, defined targets and actions for each focus area, relevant Sustainable Development Goals and stakeholders that will be involved.«**



# TOURISM FOR GOOD

## A JOURNEY TOWARDS SUSTAINABLE TOURISM BY 2030

WONDERFUL COPENHAGEN'S AMBITION FOR 2030 IS THAT...

### TOURISM IN GREATER COPENHAGEN POSITIVELY IMPACTS LOCAL AND GLOBAL SUSTAINABLE DEVELOPMENT

#### THIS MEANS THAT BY 2030,

... **tourism in Greater Copenhagen sets a true world-leading example** on how a sector can develop its potential by contributing positively to environmental, social and economic sustainable development and thereby to the Sustainable Development Goals.

... **sustainability is a key aspect** of any development of the tourism sector and the sector contributes positively to the achievement of local sustainability targets and ambitions.

... **the urban and regional development of Greater Copenhagen fully integrates** the sustainable development of tourism.

... **visitors are empowered to make sustainable choices throughout their visit** and the environmental impact of the destination's tourism activities is reduced to a minimum.

... **a visit to Greater Copenhagen positively impacts global sustainable development.** Visitors are inspired to act in a more sustainable manner both during and beyond their visit.

... **growth in tourism is supported** by at least 80 per cent of local residents.

... **Copenhagen is in the top three of urban destinations** measured against international sustainability benchmarks.

# FOCUS AREA 1

# BROADENING TOURISM



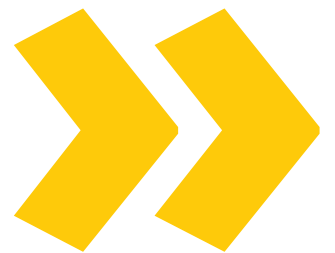
We want to avoid a future where too many visitors overcrowd only a few central attractions at the same time and season. A future where locals are alienated from certain places, while other places see none of the benefits of tourism. Tourism should instead have a positive impact on urban development in Greater Copenhagen. We will approach this issue from two different perspectives.

First, there are many wonderful experiences outside central Copenhagen, outside the main attractions, outside high season, at all times of day. Wonderful Copenhagen will promote these experiences to broaden the use of Greater Copenhagen geographically, time-wise and in terms of the interests catered for. Many urban travellers would welcome experiences outside the city centre provided they are accessible, even just for a day. The city centre, its neighbourhoods and the countryside are not opposites but may be connected to create a richer and more holistic tourism experience.

Second, the city's facilities must also be used in a wider way, and benefit locals and travellers alike. Many travellers come to Copenhagen to experience the destination as temporary locals. Therefore, we must avoid creating facilities solely for visitors, and instead create synergies that also benefit locals. This double-sided function creates interaction between locals and travellers in public transport, attractions, restaurants, hotels, meeting facilities, etc. To this end, tourism must be part of a bigger conversation and Wonderful Copenhagen will establish a dialogue outside the tourism sector with, for example, urban planners, architects and locals in the city.

Thus, the goal is not fewer visitors, but that they make broader use of the destination. If the destination is developed to be used in a broader way, travellers will get a richer experience which in turn is likely to result in higher visitor satisfaction. It will also prevent the feeling of tourism pressure in the city, distribute tourism revenue more broadly and make more space for people in the city, whether locals or temporary locals.

**»The goal is not fewer visitors, but that they make broader use of the destination. If the destination is developed to be used in a broader way, travellers will get a richer experience which in turn is likely to result in higher visitor satisfaction.«**

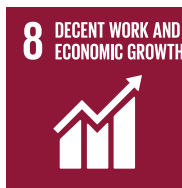


## SDGs

### Contribution to the Sustainable Development Goals:

Through a broad distribution of the tourism revenue in terms of geography, time and interests, tourism will create decent work and positive economic, social and environmental links between urban, peri-urban and rural areas. When we develop the destination's facilities to benefit both travellers and locals, tourism will contribute to inclusive and sustainable urbanisation with sustainable infrastructure and universal access.

## SDG TARGETS



8.5



9.1



11a · 11.3 · 11.7

## TARGETS

### By 2021, Wonderful Copenhagen want to achieve:

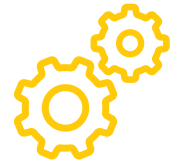
- Continued growth in tourism is supported by at least 80 per cent of local residents.
- Creating regular opportunities for locals to be involved in tourism development.
- Developing a method to measure broader tourism in terms of geography, interests and time.



## ACTIONS

### Until 2021, Wonderful Copenhagen will:

- Conduct a yearly analysis of the locals' view on tourism and tourism development.
- Broaden the city's geography through stronger connections between experiences and break down barriers to increased mobility, thereby creating opportunities for visitors to discover and experience less known and alternative attractions.
- Promote the use of environmentally friendly transport and visits to a wider range of attractions, for example through wider use of the Copenhagen Card.
- Integrate tourism in other development agendas, through participating in projects and partnerships outside the tourism industry, e.g. urban planners, transport, architecture and environment.
- Promote the possibilities for MICE tourism in the entire Greater Copenhagen area.



## STAKEHOLDERS

### Wonderful Copenhagen will involve:

Tourism organisations and DMOs, attractions, transport and tour operators, local authorities, sleeping facilities, urban planners, architects, civil society.



# FOCUS AREA 2

# TOURISM CHOICES MATTER



Like any other consumption and behaviour, tourism consumption and behaviour have negative sustainability impacts if not managed responsibly. If you look close enough at the value chains of tourism globally, you will find social issues, over-consumption of natural resources and impacts on climate change. The consumption and behaviour of visitors make a difference and Wonderful Copenhagen will turn this around by approaching the issue from three different perspectives.

First, the experiences and products that are available to the visitors must take sustainability into consideration. All sections of the tourism industry's value chains can act responsibly in the way they operate. Wonderful Copenhagen must support and encourage the tourism sector to develop sustainable tourism products and infrastructure. This may be done through playing an active part in development projects and encourage the use of third-party sustainability certifications in the tourism sector.

Second, in order to ensure long-term sustainable development of the destination, Wonderful Copenhagen must create coherence between international marketing targeting potential travellers, travellers' behaviour and consumption during their visit and sustainable destination development. There must be greater coherence between the segments we choose to attract and the destination we envision.

Third, sustainability is already one of Wonderful Copenhagen's core stories about the destination. This core story will be continued, developed further and strengthened. We will achieve this by prioritising communication about the sustainable choices visitors can make and the sustainable experiences they can have. Communication can also be one of many tools to influence the flow of tourism at the destination and thus contribute to broadening tourism as described in focus area 1.

If tourism consumption and behaviour are managed responsibly, we will lower the negative environmental, social and economic impacts of tourism. The choices available to visitors will be largely responsible ones. The visitor's perception of the quality of the destination will improve and thereby the likelihood that the visitor will recommend the destination to others.

**»If tourism consumption and behaviour are managed responsibly, we will lower the negative environmental, social and economic impacts of tourism. The choices available to visitors will be largely responsible ones.«**





## SDGs

### Contribution to the Sustainable Development Goals:

Influencing tourism choices can contribute to inclusive and sustainable destination development and negative environmental impacts may be reduced. By focusing on the consumption, tourism can contribute to more efficient resource consumption and reduce water and fossil fuel usage, food waste, general waste and other environmental impacts. As a tourism organisation Wonderful Copenhagen can include sustainability information in its reporting cycles.

### SDG TARGETS



6.4



7.2 · 7.3



11.3 · 11.6



12.3 · 12.5 · 12.6



14.1

## TARGETS

### By 2021, Wonderful Copenhagen want to achieve:

- 77 per cent of visitors intend to recommend the destination.
- 100 per cent of large convention venues and 90 per cent of large hotels have third-party sustainability certification.
- To develop a detailed content strategy, that will nudge travellers to more diverse experiences in term of geography, season, time and interests.



## ACTIONS

### Until 2021, Wonderful Copenhagen will:

- Continuously collect data and knowledge on relevant traveller segments and target the segments that are considered to contribute most positively to sustainable destination development.
- Use marketing as a tool to create positive interaction between locals and travellers and to remedy potential friction points.
- Strengthen the existing and develop new points of contact for travellers, such as hotel receptionists, guides, attraction staff who act as ambassadors for the destination and should possess the relevant knowledge to inspire travellers to a sustainable visit.
- Support and encourage the tourism sector to develop experiences and products which make positive impacts on a sustainable transition by developing tools and showcasing best practices.
- Take an active part in the ongoing initiatives on tourism and traffic in general and specifically on tourism and bicycle culture.
- Develop a tool kit for hotels and venues enabling them to tell the destination's story on sustainability.



## STAKEHOLDERS

### Wonderful Copenhagen will involve:

Tourism organisations and DMOs, industry organisations, hotels and conference centres, certification systems, local authorities, transport and tour operators.



# FOCUS AREA 3

# PARTNERSHIPS

# FOR GOOD



Without information, it is impossible to know how to make the biggest sustainable impact. Without measurements, it is impossible to know whether it is worth the effort. Without bringing that knowledge into partnerships, we will find it impossible to create sustainable change that is bigger than ourselves. Wonderful Copenhagen will foster informed partnerships and we will achieve this by approaching the issue from three different perspectives.

First, Wonderful Copenhagen and the tourism industry must make sustainable choices with the best possible knowledge at hand. Wonderful Copenhagen must be able to identify the positive and negative impacts of tourism at the destination. Wonderful Copenhagen must also be well informed about the sustainability work and needs of the tourism industry to support a sustainable transition in the best possible way. Wonderful Copenhagen will measure and document results both in isolation and against other destinations in an international context. This knowledge is crucial to create results in the strategy's three other focus areas.

Second, this knowledge should be activated in Wonderful Copenhagen's unique position between public sector, private sector and civil society. In this position, Wonderful Copenhagen must set the agenda for collaborations and promote sustainable tourism specifically and a sustainable transition in general. These collaborations may involve any relevant organisations, whether public sector, private sector or civil society. The knowledge can be activated to promote sustainability outside Wonderful Copenhagen's own destination.

Third, collaborations around major events in the city where sustainability is a central theme can support sustainable tourism development through the event's consumption and the attention on the subject which the presence of the event provides. Wonderful Copenhagen will therefore work actively to attract these types of events. This will lead to a positive chain of events where sustainable tourism development makes Copenhagen a more attractive host city for major events on sustainability and such major events contribute to sustainable tourism development.

If Wonderful Copenhagen collects, activates and distributes knowledge about sustainability in partnerships and events, it will contribute to sustainable destination development.

**»Without information, it is impossible to know how to make the biggest sustainable impact. Without measurements, it is impossible to know whether it is worth the effort. Without bringing that knowledge into partnerships, we will find it impossible to create sustainable change that is bigger than ourselves.«**



## SDGs

### Contribution to the Sustainable Development Goals:

With the right knowledge about tourism and sharing this knowledge in partnerships, the tourism industry can improve positive economic, social and environmental links between urban, peri-urban and rural areas. By measuring sustainable tourism, Wonderful Copenhagen can monitor sustainable destination development and provide data for including sustainability information in its reporting cycles.

Wonderful Copenhagen is in a unique position to promote effective public, public private and civil society partnerships which will promote a sustainable transition, both in general and in terms of conference and event tourism.

### SDG TARGETS



11.3 · 11a



12.6 · 12b



17.17

## TARGETS

### By 2021, Wonderful Copenhagen want to achieve:

- Sustainability must be considered a core element in all of Wonderful Copenhagen's new projects and partnerships.
- Copenhagen maintains a score of over 90 per cent and a top three ranking in the Global Destination Sustainability Index of the world's most sustainable meeting and conference destinations.
- Wonderful Copenhagen has established itself as the primary source for updated knowledge on sustainable tourism and destination development.



## ACTIONS

### Until 2021, Wonderful Copenhagen will:

- Stay up to date with the latest knowledge on sustainable tourism through participation in conferences, networks, etc. and stay up to date with the work and needs of the tourism industry.
- Develop a manual for sustainable events and to find support for a third party controlled label for sustainable events.
- Participate in the Global Destination Sustainability Index and measure the destination's sustainability using the European Tourism Indicator System or another recognised indicator system.
- Promote sustainability as a subject in the national status analysis for Danish tourism.
- Promote co-operation on how tourism can contribute to social cohesion and the implementation of social policies.
- Provide relevant analyses and facts in order to qualify and clarify debates and myths about tourism and sustainability.
- Influence the partnerships in which Wonderful Copenhagen participates as well as the events in the city to integrate the sustainability agenda into their activities.
- Promote Copenhagen as a host city for major events focusing on sustainable development.
- Ensure that results, best practices and knowledge are made available online in English, for example through [tourism4sdgs.org](http://tourism4sdgs.org)



## STAKEHOLDERS

### Wonderful Copenhagen will involve:

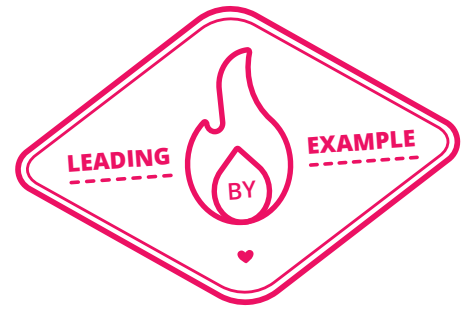
Tourism organisations, universities and scientific communities, PCOs, national and international NGOs, hotels and conference centres, local authorities, industry organisations.



# **FOCUS AREA 4**

# **LEADING BY**

# **EXAMPLE**



Wonderful Copenhagen, as an organisation, consumes resources on account of its daily operation and procurement. As an employer, Wonderful Copenhagen is also responsible for contributing to a socially conscious labour market. Thus, Wonderful Copenhagen must take the greatest possible sustainability considerations in its own operations to become a leading example. We will approach this issue from three different angles.

First, the organisation's procurement, operation of offices, transport habits and the events which Wonderful Copenhagen organises all have negative environmental impacts that must be reduced.

Second, Wonderful Copenhagen must create a culture in the organisation where sustainability considerations are naturally incorporated into projects, partnerships, collaborations, campaigns, events, recruitment and other activities initiated.

Third, Wonderful Copenhagen must work methodically with sustainability management through annual targets and implementation plans and sustainability reporting as well as environmental certification of the organisation's operations.

By taking substantial sustainability considerations in its own operations and managing the work in a professional manner, Wonderful Copenhagen may be seen as a sustainability role model which others may choose to follow.

**»Wonderful Copenhagen must take the greatest possible sustainability considerations in its own operations to become a leading example.«**



## SDGs

### Contribution to the Sustainable Development Goals:

Focusing on its own operations, Wonderful Copenhagen can contribute to more efficient resource consumption and reduce water and fossil fuel usage, food waste, general waste and other environmental impacts. Through environmental targets, implementation plans and documentation, Wonderful Copenhagen can include sustainability information in its reporting cycles.

## SDG TARGETS



6.4



7.2 · 7.3



12.3 · 12.5 · 12.6

## TARGETS

### By 2021, Wonderful Copenhagen want to achieve:

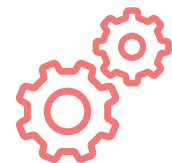
- Having a third-party environmental certification of own operations in 2018–2021.
- An organic conversion of own food and beverage procurement: 30 per cent in 2019, 60 per cent in 2020 and 90 per cent in 2021.
- Being an organisation that consider social inclusion in its recruitment.



## ACTIONS

### Until 2021, Wonderful Copenhagen will:

- Set annual environmental targets, make implementation plans and provide sustainability reporting.
- Consider sustainability in all phases of Wonderful Copenhagen's own events and share the experiences from that.
- Measure the organisation's sustainability culture in the annual employee survey.
- Develop a procurement policy for Wonderful Copenhagen which incorporates sustainability considerations.
- Measure and take actions to reduce food waste and increase the use of organic produce.
- Conduct a mapping of how Wonderful Copenhagen can offer education and learning programs for students and unemployed, for example through internships, trainee positions and public unemployment programmes.



## STAKEHOLDERS

### Wonderful Copenhagen will involve:

Wonderful Copenhagen's suppliers, certification systems



# TOURISM FOR GOOD AND THE SUSTAINABLE DEVELOPMENT GOALS



A SUMMARY OF WONDERFUL COPENHAGEN'S STRATEGY FOR SUSTAINABLE TOURISM

# TOURISM FOR GOOD

AN INVITATION TO A JOURNEY TOWARDS SUSTAINABLE TOURISM BY 2030

«Wonderful Copenhagen's ambition for 2030 is that tourism in Greater Copenhagen positively impacts local and global sustainable development.»

## WONDERFUL COPENHAGEN WILL WORK TOWARDS THE ABOVE AMBITION THROUGH 4 FOCUS AREAS

### BROADENING TOURISM

The goal is not fewer visitors, but that they make broader use of the destination. If the destination is developed to be used in a broader way, travellers will get a richer experience which in turn is likely to result in higher visitor satisfaction. It will also prevent the feeling of tourism pressure in the city, distribute tourism revenue more broadly and make more space for people in the city, whether locals or temporary locals.

### TOURISM CHOICES MATTER

Like any other consumption and behaviour, tourism consumption and behaviour have negative sustainability impacts. If tourism consumption and behaviour are managed responsibly, we will lower the negative environmental, social and economic impacts of tourism. The choices available to visitors will be largely responsible ones. The visitor's perception of the quality of the destination will improve and thereby the likelihood that the visitor will recommend the destination to others.

### PARTNERSHIPS FOR GOOD

Without information, it is impossible to know how to make the biggest sustainable impact. Without measurements, it is impossible to know whether it is worth the effort. Without bringing that knowledge into partnerships, we will find it impossible to create sustainable change that is bigger than ourselves. If Wonderful Copenhagen collects, activates and distributes knowledge about sustainability in partnerships and events, it will contribute to sustainable destination development.

### LEADING BY EXAMPLE

Wonderful Copenhagen, as an organisation, consumes resources on account of its daily operation and procurement. As an employer, Wonderful Copenhagen is also responsible for contributing to a socially conscious labour market. Thus, Wonderful Copenhagen must take the greatest possible sustainability considerations in its own operations to become a leading example.

## WONDERFUL COPENHAGEN WANT TO ACHIEVE FOLLOWING TARGETS BY 2021

- Continued growth in tourism is supported by at least 80 per cent of local residents.
- Creating regular opportunities for locals to be involved in tourism development.
- Developing a method to measure broader tourism in terms of geography, interests and time.

*Supported by 5 specific actions defined in the strategy*

- 77 per cent of visitors intend to recommend the destination.
- 100 per cent of large convention venues and 90 per cent of large hotels have third-party sustainability certification.
- To develop a detailed content strategy, that will nudge travellers to more diverse experiences in term of geography, season, time and interests.

*Supported by 6 specific actions defined in the strategy*

- Sustainability must be considered a core element in all of Wonderful Copenhagen's new projects and partnerships.
- Copenhagen maintains a score of over 90 per cent and a top three ranking in the Global Destination Sustainability Index of the world's most sustainable meeting and conference destinations.
- Wonderful Copenhagen has established itself as the primary source for updated knowledge on sustainable tourism and destination development.

*Supported by 9 specific actions defined in the strategy*

- Having a third-party environmental certification of own operations in 2018-2021.
- An organic conversion of own food and beverage procurement: 30 per cent in 2019, 60 per cent in 2020 and 90 per cent in 2021.
- Being an organisation that consider social inclusion in its recruitment.

*Supported by 6 specific actions defined in the strategy*

WITH THIS STRATEGY WE WILL CONTRIBUTE POSITIVELY TO THESE UN SUSTAINABLE DEVELOPMENT GOALS



**SDG TARGETS**  
6.4-7.2-7.3-8.5  
8.9-9.1-11.3-11.6  
11.7-11a-12.3-12.5  
12.6-12b-14.1-17.17