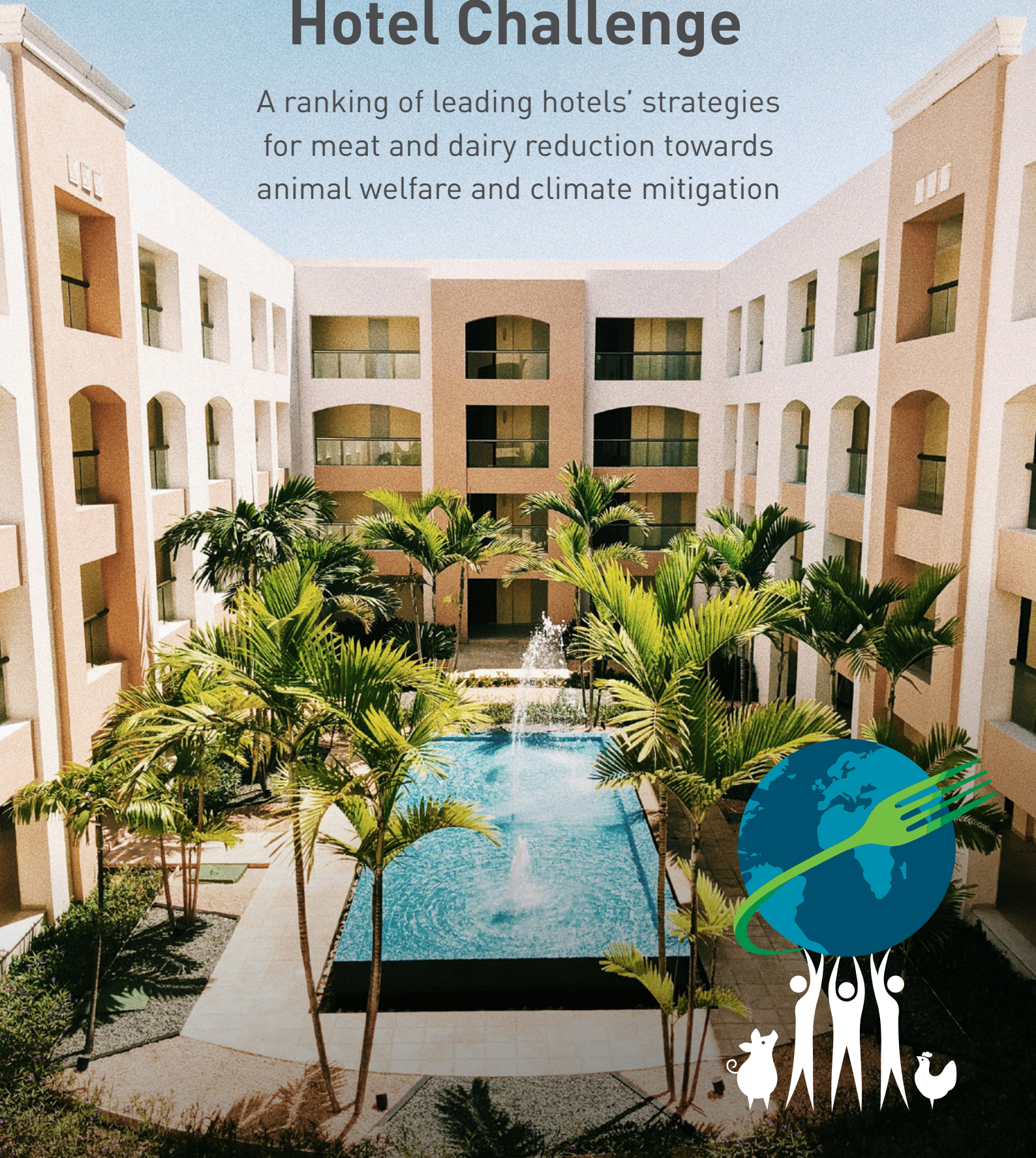


Animal Welfare.
Worldwide.



The FOUR PAWS Hotel Challenge

A ranking of leading hotels' strategies
for meat and dairy reduction towards
animal welfare and climate mitigation



Contents

1. Introduction	3
2. Methodology	4
2.1. Questionnaire	4
2.2. Scoring	4
3. Results	6
3.1. Meat and dairy reduction and climate goals	8
3.2. Animal welfare	11
3.3. Plant-based portfolio	15
4. Conclusion	18
5. Glossary	21
References	24
Annex	27
Table 1: Scoring Categories	27
Table 2: Overview of criteria and scores	29
The FOUR PAWS HOTEL Challenge Questionnaire	30



© Andrew Skowron | We Animals Media

1. Introduction

In a world grappling with the multifaceted challenges concerning animal welfare and the climate crisis, the intensity of [factory farming](#) and the amount of animal products produced and consumed stands at the forefront of global concerns. Factory farming of animals for food has emerged as a pivotal issue, and changing production and consumption patterns towards fewer animal products are of the utmost importance to reduce the number of factory-farmed animals and to allow for [excellent-welfare husbandry systems](#). The hotel industry has a unique and influential position with guests through its measurable sustainability strategies and food offerings and therefore wields substantial influence in driving positive change. The FOUR PAWS Hotel Challenge embarks on a journey to assess how the selected ten global hotel companies are leveraging their influence to address the factory farming crisis. By analysing their policies, marketing strategies and food portfolio regarding their commitments to meat, dairy and emission reduction, animal welfare, as well as their [plant-based](#) portfolio, FOUR PAWS aims to illuminate their roles in this global imperative. The goal is to inspire and guide hotels towards a future where they serve as exemplars of taking responsibility towards sustainability and compassion.

The FOUR PAWS Hotel Challenge is already the seventh edition of the Atlas Challenge series, with previous rankings focused on similar goals in different food industry sectors, targeting companies operating within Germany, Austria, and Switzerland (the DACH region), the Netherlands (NL), the United Kingdom (UK), the United States (US), and South Africa (ZA). The name 'Atlas' was inspired by the Atlas Titan in Greek mythology, who was responsible for bearing the weight of the world on his shoulders and who personified endurance. As such, the Atlas Challenge series ranks the companies on their

current and future plans of being able to carry the responsibility towards a more sustainable world.

Over 80 billion land animals are bred, reared and slaughtered for food annually¹, of which two thirds are reared in factory farms², promoting profound ethical concerns regarding the treatment of animals. Animal agriculture is also one of the leading contributors to the world's anthropogenic [greenhouse gas \(GHG\) emissions](#) with at least 16.5%³ of all emissions originating from it. A study recently conducted in the UK among British consumers found that a vegan diet results in 75% less GHG emissions and land use compared to meat-rich diets (above 100g of meat per day)⁴. Further, the excessive use of antibiotics in [factory farming](#) poses a considerable threat to human health by contributing to [antimicrobial resistance \(AMR\)](#) in humans⁵. Reducing meat and dairy and increasing plant-based foods as part of the hotel industry's [Corporate Social Responsibility \(CSR\)](#) and [Environmental, Social, and Governance \(ESG\)](#) policies towards animal welfare and climate mitigation can make a substantial difference.

The choice to focus this seventh ranking on hotels aligns with the burgeoning nature of the industry and the resulting challenges it presents. In 2022, the global hotel industry was worth more than USD 4.548 trillion and is projected to see a compound annual growth rate (CAGR) of 7% from 2021 to 2025⁶ but must reduce its GHG footprint by 66% by 2030 and 90% by 2050 to stay within the 2°C threshold as per the [Paris Agreement](#)⁷. Reducing their emissions without addressing food and specifically animal products will not be possible. Through the influence hotels can have on their consumers' consumption, hotels find themselves ideally positioned to spearhead transformative change.

2. Methodology

Between June and September 2023, FOUR PAWS assessed a total of ten global hotel companies with a strong corporate brand presence in DACH, NL, UK, US, and ZA. The choice for ranking hotel companies instead of the chain brands themselves was based on the fact that [CSR](#), [ESG](#) and similar reports/policies are usually implemented on company level. Hereinafter, hotel companies will be referred to as hotels.

The assessment was based on hotels' publicly available information such as CSR, ESG, animal welfare policies, food, and marketing strategies. FOUR PAWS gained this information by sending out a questionnaire to all hotels

2.1. Questionnaire

Each hotel was contacted periodically between July and September 2023, asking to fill in a detailed [questionnaire](#). FOUR PAWS also sent the hotels a commitment letter (see [Chapter 4. Conclusion](#)) reflecting the FOUR PAWS demands. This gives them the opportunity to sign and play a leading role in the hotel industry sector, committing towards progressive animal- and climate-friendly food strategies pushing for an overall meat and dairy reduction impact.

2.2. Scoring

The hotels were scored using a five-star system. For each of the three categories (meat and dairy reduction and climate goals, animal welfare, and plant-based portfolio), a set of criteria was identified that were weighted differently through the use of points in accordance with the level

and by conducting own research. For those who did not answer the questionnaire, the evaluation was based solely on the results of the research. Any changes that were implemented by the selected hotels to their policies, food offerings or marketing strategies after the set research timeframe and the questionnaire return deadline were not considered in the ranking.

The FOUR PAWS Hotel Challenge focuses on the chosen leading hotels' commitment towards progressive animal protein reduction with a focus on driving down the amount of meat and dairy offered.

The questionnaire was composed of seven questions with two sub-questions each and divided across the following three categories: meat and dairy reduction and climate goals, animal welfare, and [plant-based](#) portfolio. The questions are not equivalent to the criteria used for scoring, but rather a means to gain the best picture of the status quo. From this status quo, a set of scoring criteria was created (see [Table 2: Overview of criteria and scores](#)). Answers needed supporting references in the form of publicly available documents such as policies, product portfolios and marketing materials.

of ambition. The points would then be converted to stars (see the [Table 2: Overview of criteria and scores](#)). The overall star rating is the average of the three category star ratings.



© shutterstock | Elizaveta Galitckaia

Stars	Result category	Fulfilment of criteria	Points
1	■ Very poor ■	No/barely any criteria fulfilled	0
1.5			1
2	■ Poor ■	Few criteria fulfilled	2
2.5			3
3	■ Average ■	Some criteria fulfilled	4
3.5			5
4	■ Good ■	Most criteria fulfilled	6
4.5			7
5	■ Very good ■	All criteria fulfilled	8

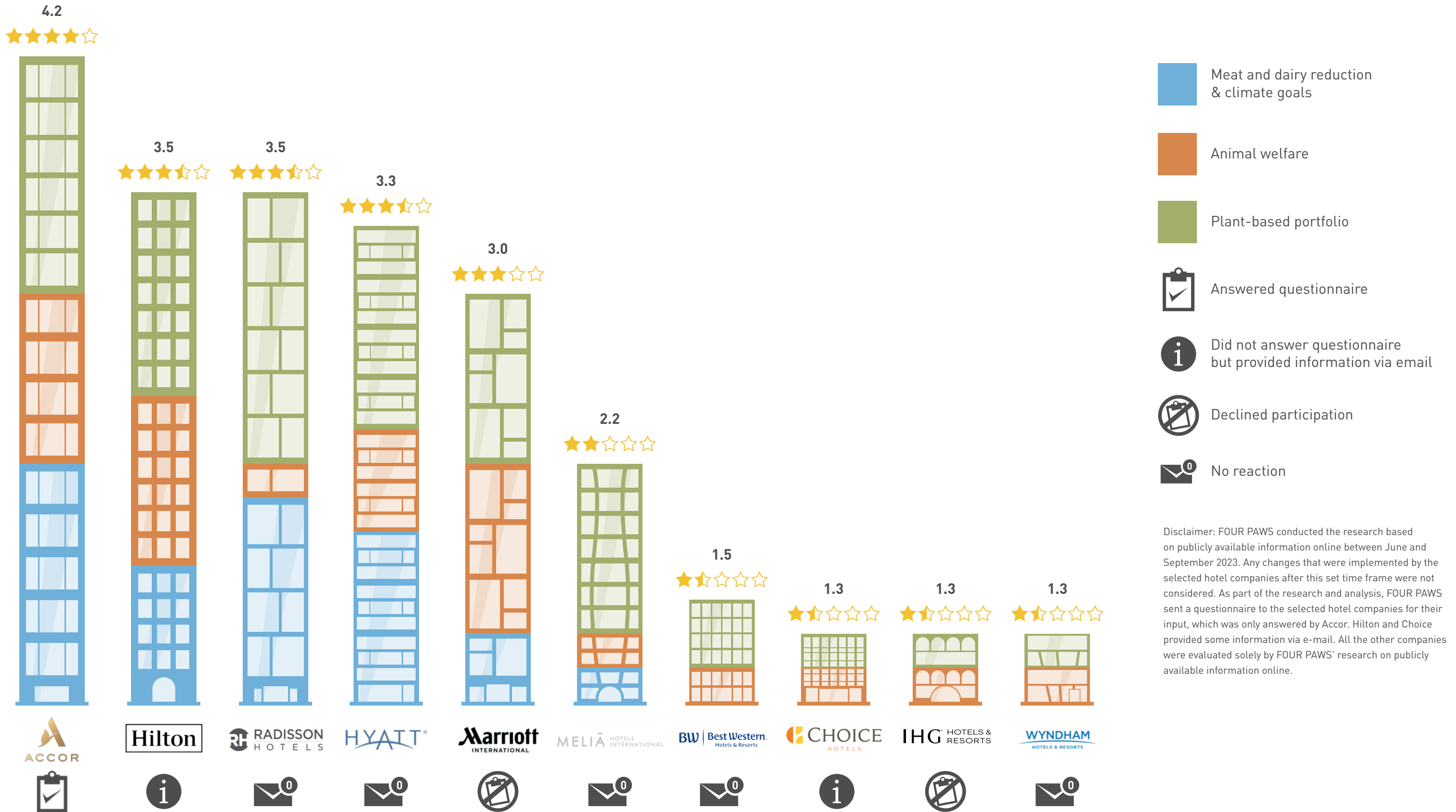
Some criteria could either be met or not met, meaning all or no points were given. Other criteria were a question to what extent they were being met, with increasing points being given.

The full points system and how it corresponds to our star rating system can be found in the [Table 2: Overview of criteria and scores](#).

Table 1: Result categories

3. Results

Figure 1: Overall ranking



Disclaimer: FOUR PAWS conducted the research based on publicly available information online between June and September 2023. Any changes that were implemented by the selected hotel companies after this set time frame were not considered. As part of the research and analysis, FOUR PAWS sent a questionnaire to the selected hotel companies for their input, which was only answered by Accor. Hilton and Choice provided some information via e-mail. All the other companies were evaluated solely by FOUR PAWS' research on publicly available information online.

3.1. Meat and dairy reduction and climate goals

Globally, food systems contribute to one third of [GHG emissions](#)⁸. A groundbreaking global food life cycle analysis consisting of more than 38,000 farms in over 100 countries concluded that a shift towards an entirely plant-based diet could cut GHG emissions by up to 49%⁹. Therefore, animal protein reduction and transition to [plant-based](#) foods does not only reduce the number of suffering farm animals by the billions¹⁰ (see [Chapter 3.2. Animal welfare](#)), but also significantly reduces the hotels' GHG emissions, their indirect contribution to global heating through harmful activities such as deforestation, and their water footprint^{4,9,11,12}.



© Jo-Anne McArthur | We Animals Media

According to a [research commissioned by ITP](#) (International Tourism Partnership, currently renamed to Sustainable Hospitality Alliance), the hotel industry must reduce its GHG emissions by 66% by 2030 and 90% by 2050 to stay within the 2°C threshold as per the [Paris Agreement](#)⁷. The climate footprint of tourism has significantly increased over the years. The majority of this footprint is exerted by and in high-income countries and accounts for 8% of global greenhouse gas emissions of which food is a significant contributor according to a study conducted before the COVID outbreak¹³. Hotels actually need to reduce both direct and indirect GHG emissions. While the [scope 1 and 2](#) shares of GHG emissions can be directly traced and reduced, [scope 3](#) emissions, of which a significant share is caused by food and beverage (F&B) related emissions in the hotel industry, are indirect, and quantifying, tracking and reducing them is a challenge that requires collaboration of suppliers and other stakeholders across the supply chain¹⁴.

Hotels' scope 3 emissions make up around 60% of their total emissions^{14,15}. 19% of scope 3 emissions are made up of purchased goods and services whose key categories include F&B¹⁴.

■ **The most effective measure hotels can take to reduce their GHG emissions is to change their menus – specifically, to reduce meat and dairy as this will directly reduce their food emissions**^{11,12}.

According to a [UNEP](#) report, reducing consumption of red meat reduces a hotel's emissions and water footprint, provides healthier options to guests, and cuts costs⁶. The Coolfood Pledge¹⁶ – a global initiative that helps dining facilities commit to and achieve a science-based target to reduce the climate impact of the food they serve – reports that in 2021, participating companies managed to reduce their per plate GHG emissions by 21% since joining the initiative (between 2015 and 2018) by just decreasing the share of beef and lamb from 9% to 8% and other animal-based foods from 28% to 26%.

Aside from reducing meat and dairy, it is also important that the suppliers of the remaining animal products are held to responsible sourcing standards that rule out deforestation and meet [excellent-welfare husbandry](#) standards. It is to be noted that relying on suppliers to reduce their emissions per kilogram of animal product is much less effective than a reduction in animal products in the first place. It also pushes the responsibility to suppliers because it is not in direct control of the hotels.

FOUR PAWS rated the hotels on the following criteria:

- A. To what extent their policies mention meat and/or dairy reduction:**
 - Not at all;
 - **Plan to reduce** meat and dairy **without concrete goals**;
 - Have **concrete meat and dairy reduction goals**.
- B. Whether or not their policies mention the impact of meat and dairy on animal welfare.**
- C. Whether or not their policies mention meat and dairy in connection with a scope 3 emission reduction goal.**
- D. Whether or not they disclose their F&B climate footprint.**
- E. Whether or not their suppliers have to meet contractual climate-related requirements.**

Ranking results in the category Meat and dairy reduction and climate goals

	★★★★★
	★★★★★
	★★★★★
	★★★★☆
	★★★☆☆
	★★★★☆
	★★★★☆
	★★★★☆
	★★★★☆
	★★★★☆



© Unsplash | Maddi Bazzocco

Accor¹⁷, Hilton¹⁸, Hyatt¹⁹, and Radisson²⁰ were the only hotels mentioning meat and dairy reduction. They made statements such as reducing/limiting meat products/animal protein. Most notably, Hilton was part of the WRI Cool Food Initiative¹⁶, which aims to shift to more plant-rich diets to fight the climate crisis. It has to be noted that, by many, the word 'reduction' was only used in connection to food waste, not food production. Although FOUR PAWS sees the importance of food waste reduction, this report focuses on the production, not consumption side, and specifically on meat and dairy, not all food types.

Accor²¹, Hyatt^{19,22}, and Radisson²⁰ made the connection between meat and dairy reduction and animal welfare, which is important as an ambitious animal welfare policy (see [Chapter 3.2 Animal welfare](#)) will not be achievable without also reducing the numbers of animals.

The connection between this reduction and the climate crisis was made by Accor^{23,24}, Hilton^{18,25}, Hyatt^{19,22,26,27,28}, Marriott^{29,30}, and Radisson²⁰, who had concrete and timebound scope 3 reduction goals and made the reference to animal-based foods. Given the importance of animal-based foods as a cause of hotel emissions, making this connection is of the utmost importance. IHG³¹ and Meliá³² had scope 3 reduction goals in place, but without the mention of animal-based foods. Meliá³³ explicitly stated that they aim to fight its GHG emissions, among others originating from food, through offsetting. FOUR PAWS shares the opinion of the scientific consensus that offsetting emissions as the main

or only measure will not help solve the climate crisis and it is imperative to achieve actual emission reduction through a shift to more plant-based menus. Wyndham³⁴ had goals for scope 1 and 2 emission reduction but not for scope 3. Best Western and Choice³⁵ did not have any publicly available concrete emission reduction goals in place.

Accor³⁶, Meliá³³, and Radisson²⁰ disclosed their food emissions: 12% on average for Accor, 28% for two pilot hotels of Meliá, and 12.1% for Radisson. They have taken an important step towards transparency and acknowledging the problem.

Lastly, Accor²³ was the only hotel where climate-related requirements were included in supplier contracts, which is a non-negligible criterion given the indirect nature of scope 3 emissions such as those from animal-based foods.

3.2. Animal welfare

[Factory farms](#) are the leading cause of farm animal cruelty worldwide. Factory farm animals experience negative states of welfare throughout their lives and cannot fulfil their basic needs. Young animals are usually separated from their mothers at a very young age, and then reared artificially and kept individually despite being social animals^{37,38,39}. They receive, at most, just the essential veterinary care and are subjected to cruel and painful mutilations without pain relief. To improve their weight gain, animals are commonly fed a high-concentrate feed instead of a species-appropriate quality diet. They do not have access to the outdoor area or pasture, but are kept in tight cages or stalls without basic amenities⁴⁰. Animals that are kept outside often do not have any suitable shelter available and suffer under heat or cold and muddy conditions⁴¹. Once the animals reach a certain stage in their production, they are transported for hours, days, or even weeks and finally slaughtered, often without prior stunning, causing further pain, suffering and distress. Farm animal welfare is becoming increasingly important to consumers – therefore it should also be important to every company that is profiting from animal-based products. Hotels and their restaurants around the world should be able to trace their sourced products farm to fork and demand an excellent welfare standard for all animals they are indirectly responsible for.

There has been increasing advancement in the animal welfare research area. This has led to the development of new ways of assessing, managing, and improving animal welfare. Guided by the established '[Five](#)

[Freedoms](#)' Model⁴², early focus was on preventing animals from having negative experiences. However, research has proven that animals are able to have positive experiences as well, and that their mental experiences go beyond what the Five Freedoms cover, meaning the Five Freedoms concept is nowadays seen as an inadequate tool. This resulted in the creation of The [Five Domains](#) Model^{43,44}, which works under the assumption that mental experiences, negative or positive, reflect an animal's internal state or external circumstances. The sum of all mental experiences represents the welfare status of an animal at a given time⁴³. The aim is to keep negative experiences as mild and as few as possible and to enable animals to also have positive experiences.



© Jo-Anne McArthur | We Animals Media

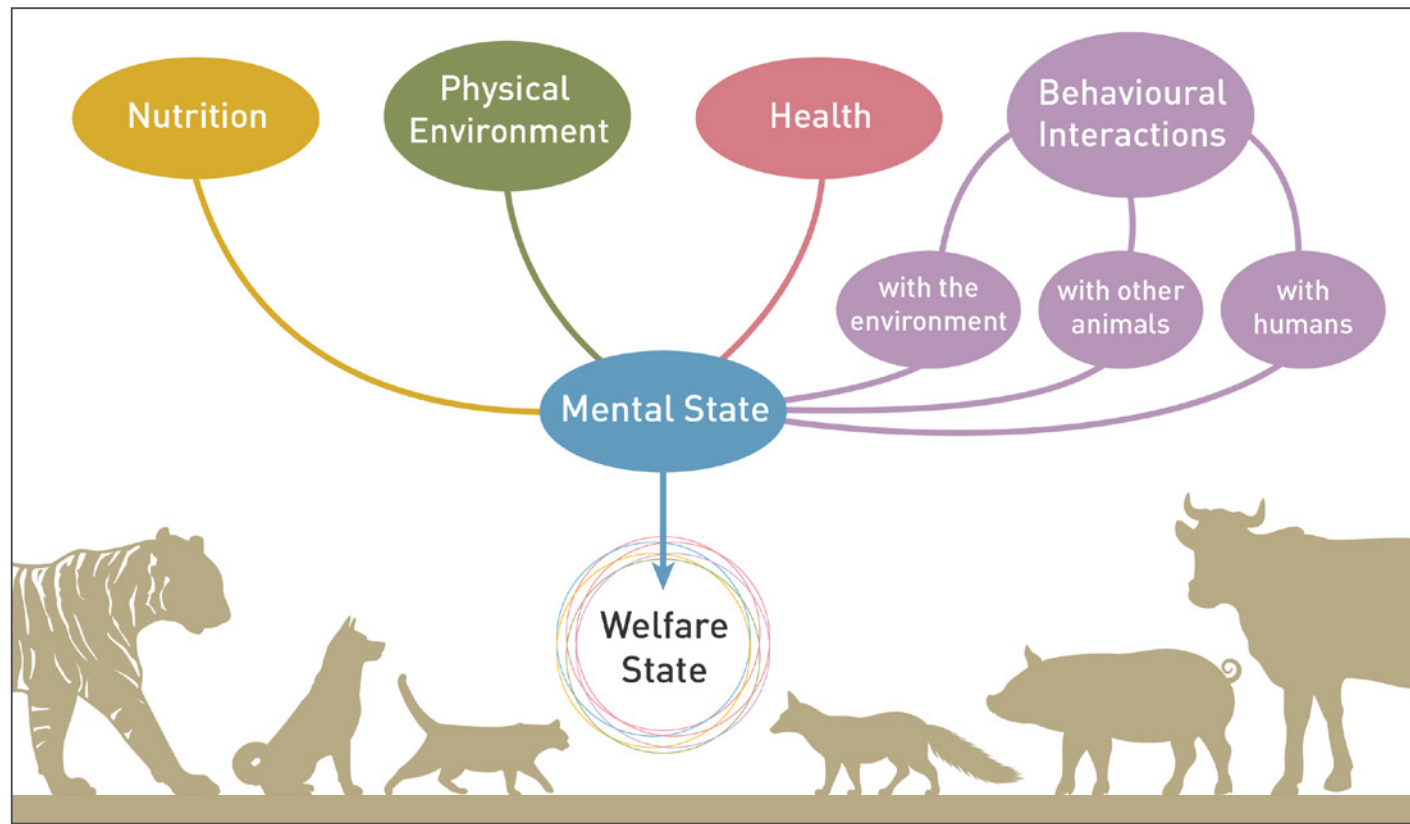


Figure 2: The Five Domains Model

As the Five Freedoms Model is merely a good start, FOUR PAWS recommends the Five Domains Model as a basis for [excellent-welfare husbandry systems](#). Companies simply stating that they respect the Five Freedoms does not ensure that they actually prohibit all practices causing negative experiences. Therefore, FOUR PAWS evaluates the companies being specific about what cruel practices they forbid and for which species higher than the ones simply mentioning the Five Freedoms. While these cruel practices differ among the species, they mainly cover different animal mutilations (such as the anaesthesia-free castration of piglets, the shortening of tails, wings, or beaks, and removal of horns) and breeding for high performances. Furthermore, different problematic housing systems such as fully slatted floors, tethering, and cage

keeping fall under cruel practices, as well as the inappropriate high-concentrate feed.

Highly cruel but very common in the industry is also the separation of young from their mothers and, consequently, the keeping of young in isolation, as well as lengthy live animal transport. FOUR PAWS believes that the husbandry system must meet the needs of the animals to make adaptive different cruel practices obsolete, and not vice versa.

For companies such as hotels who do not have farm animals under their direct care, it is also important that they cooperate with everyone in their supply chain, but most importantly with farmers to help them transition towards excellent-welfare husbandry systems.

Ranking results in the category
Animal welfare

	★★★★☆
	★★★★☆
	★★★★☆
	★★★★☆
	★★★★☆
	★★★★☆
	★★★★☆
	★★★★☆
	★★★★☆
	★★★★☆

FOUR PAWS rated the hotels on the following criteria:

F. To what extent their **policies** cover **animal welfare**:

- Not at all;
- Merely **broach the topic** of animal welfare;
- Have **insufficient policies** in place such as the **Five Freedoms**;
- Exclude **at least one cruel practice** for at least one species OR exclude one cruel practice for all species but with geographical limitation;
- **Exclude two or more cruel practices for all species without geographical limitation**;
- **Exclude all cruel practices for all species**;
- Follow the **Five Domains** model.

G. Whether or not they **support their suppliers towards improving animal welfare**.



© FOUR PAWS | Wildlight | Aitor Garmendia

Overall, the evaluated hotels did not meet FOUR PAWS' minimum requirements for animal welfare. All hotels mentioned animal welfare, even if some only lightly broached the topic, or in the case of Wyndham, added it as its least important issue into its 2022 ESG matrix⁴⁵, and even left it completely out of its 2023 ESG report³⁴. Hilton⁴⁶, Hyatt⁴⁷, and Marriott⁴⁸ stated that they respect the (outdated) Five Freedoms concept, and they^{30,47,49}, along with Accor⁵⁰, also went a step further and excluded at least one cruel practice for a minimum of one species under their influence through joining an existing initiative or following a standard on broiler chicken welfare such as the Better Chicken Commitment (BCC)⁵¹ or the European Chicken Commitment (ECC)⁵² and/or group-housed and gestation crate-free pork. This shows that the issue is gaining momentum, albeit slowly. No hotel excluded all cruel practices for all species in all geographical locations, let alone mentioned the Five Domains model.

It has to be noted that cage-free eggs were an initiative that came up during FOUR PAWS' research for this report, but that the topic exceeds the scope of the hotel challenge ranking, which is focused on the commitment of meat and dairy reduction.

In terms of supplier support, Accor²³ has entered into partnerships with local communities supporting agro-ecological programmes and the transition towards a more sustainable agricultural model and food system. Hilton⁴⁹ and Marriott⁴⁸ work with their suppliers to remove barriers to responsible pork purchasing such as limited availability of group-housed and gestation crate-free pork, which Marriott also supports by funding capital investments for farmers.

More work is needed to improve animal welfare, both by improving the policies hotels have and by helping farms transition to better practices.

3.3. Plant-based portfolio

The hotel industry has a responsibility to contribute to ending [factory farming](#), and in part this is by replacing animal proteins with sustainable plant-based alternatives. Consumer interest in [plant-based](#) food has soared to unprecedented heights in recent years and accordingly, the plant-based food market is expected to grow at a CAGR of 12.4% from 2022–2029 to reach USD 95.52 billion by 2029⁵³. But aside from just meeting consumer demand, hotels should also be interested in increasing their plant-based options as a way to meet their sustainability goals:

A study⁵⁴ has shown that the availability of plant-based options can lead to a 300% increase in vegan food orders. Additionally, it also increased customer traffic by 13%, showing that simple changes to catering practices are not only beneficial for animal welfare, the climate, and the environment but also for sales. However, despite this burgeoning enthusiasm for plant-based options and the immense potential that changing hotel menus has in shifting consumer choices, FOUR PAWS found that hotels have been slow to adapt.



© Unsplash | Louis Hansel



© Unsplash | Aneta Voborilova

FOUR PAWS rated the hotels on the following criteria:

H. How many of the establishments within the company have an **extended offering of plant-based food** (beyond the basics of margarine, plant milk, bread, fruits, and vegetables):

- None;
- **Some** establishments;
- **Larger number** of establishments (e.g. whole chain/brand);
- **All** establishments.

I. To what extent their policies mention **plans to increase their plant-based food offering**:

- Not at all;
- Merely **broach the topic**;
- Have **vague plans** to increase it;
- Have **concrete and timebound plans** to increase it.

J. Whether or not they conduct any consumer-facing **awareness-raising** campaigns or programmes on **plant-based food** such as Meatless Mondays, Veganuary, or online advertising.

**Ranking results in the category
Plant-based portfolio**

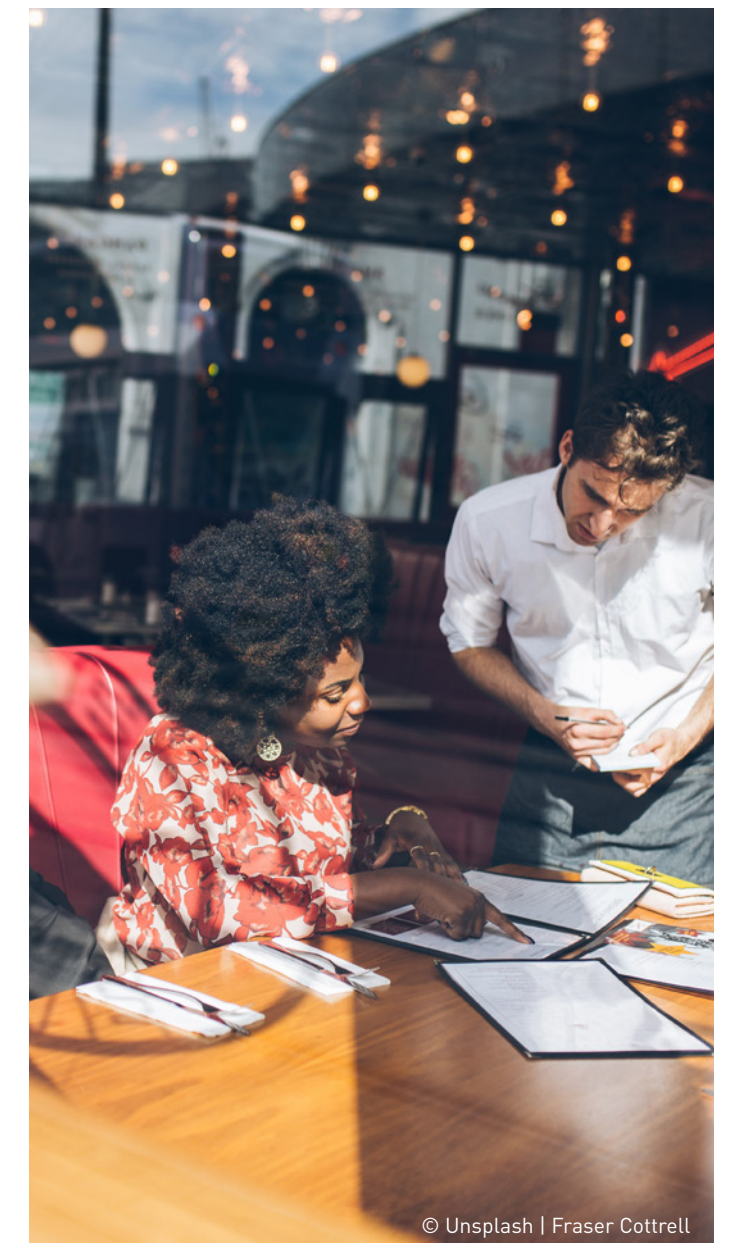


Accor and Radisson were the best practice examples when it comes to their food offering. At the time of FOUR PAWS' assessment, Accor was in partnership with Zrou, a plant-based protein brand, allowing it to add plant-based foods to its menus across the world³⁶. Accor also stated in its answered questionnaire that 70% of their hotels met different food needs, including vegetarian options. FOUR PAWS commends the reduction of meat through more vegetarian options but emphasises that this reduction should not be compensated for by increasing other animal proteins such as dairy, eggs or other meat types like fish. Radisson leads by example by having published the share of its plant-based offerings: An impressive 50% of its menu options and 43% of its breakfast offerings across all hotels²⁰.

In terms of plans to extend their plant-based offerings in the future, Accor², Hilton⁵⁵, Hyatt⁵⁶, and Radisson²⁰ were the only ones mentioning an increase, but without concrete and timebound goals such as 'reaching a menu with X% of plant-based foods by year Y', which FOUR PAWS only granted to Radisson due to its high existing percentage of plant-based options. Marriott's senior vice president of F&B for global operations mentioned the topic of plant-based foods in an article⁵⁷ and Meliá on their webpage⁵⁸, but both without mentioning any plans to increase their offering.

FOUR PAWS was able to find a wide variety of awareness-raising campaigns among the assessed hotels that were, however, often not company-wide and regularly recurring, but rather restricted to certain countries and sometimes as a one-off. As part of Marriot BonVoy Tours & Activities, a variety of different informative and inspiring experiences were offered through their website, such as vegan food tours or cooking classes at different locations around the world⁵⁹. Hyatt used a food truck for plant-based product launches and promoted their Green Monday Plant-Based Food Movement⁶⁰ in Singapore, Taiwan, and the Philippines. Radisson dedicated a blog to

the reduction of the food footprint where it recommends increasing plant-based options and putting plant-based products higher up on the menu and not particularly label them as vegetarian or vegan⁶¹. For Sustainable Gastronomy Day, Meliá recommended via social media to consume more plant-based products⁶². In the same way, Hilton promoted the world's first vegan suite at [Hilton London Bankside](#)⁶³. Accor had a website promoting Veganuary but unfortunately only mentioned suitable restaurants in Singapore⁶⁴. FOUR PAWS demands to see these activities soon spread out to all their other locations including Europe, USA and Africa and implemented on a regular basis.



© Unsplash | Fraser Cottrell

4. Conclusion

The main objective of this ranking is for the hotel industry to develop and implement strategies that contribute to ending [factory farming](#) by reducing the number of farm animals. FOUR PAWS is disappointed that amongst the ten hotel companies assessed, none had concrete and timebound meat and dairy reduction goals in place. It is encouraging, however, that the topic of meat and dairy reduction was at least addressed by four out of the ten hotels. For those who did not address it but nevertheless had emission reduction targets, the risk is that they will, at best, try technological fixes to reduce emission per kilogram of meat/dairy and offsetting the rest, with neither being able to achieve an actual emission reduction sufficient to meet the climate goals of the Paris Agreement.

The hotels' animal welfare policies are disappointing because not a single company met FOUR PAWS' minimum welfare requirements and only excluded select cruel

practices for select species with geographical limitations. On a positive note, three out of the ten assessed hotels engaged with their suppliers to enhance animal welfare: Hilton and Marriott worked on increasing the availability of group-housed and gestation crate-free pork; Accor motivated suppliers to turn to agroforestry as a contribution towards transforming the current agricultural model towards a sustainable food system.

The [plant-based](#) food offering was exemplary for Accor and Radisson, having an extended plant-based offering across the board. For most hotels, however, awareness-raising campaigns were not company-wide but restricted to Asia. Only Radisson stated to raise awareness by putting plant-based options higher up in the menu and to not label them as vegetarian or vegan. This is rated as one of the most effective measures to change customer behaviour compared to labelling foods or educational measures⁶⁵.

FOUR PAWS recommends to the hotels the following:

- **Concrete and timebound meat and dairy reduction goals** instead of a vague mention of plans to reduce it. Reducing animal protein will have the biggest impact on their [GHG emissions](#) and is more effective than trying to drive down emissions per kilogram or offsetting emissions. As a relevant part of [scope 3 emissions](#) is caused by animal-based food production, suppliers need to be involved for a realistic approach in calculating them, and climate-related requirements have to be included in supplier contracts as a basis to reach scope 3 reduction goals.
- **Animal welfare policies should prohibit all cruel practices for all animal species and not be restricted to certain geographical locations.** Animal welfare has to be ensured across the board and not only through restricted initiatives. Suppliers should be supported through educational or financial measures to be able to deliver animal-based products that can live up to the standards the hotel companies set themselves in regard to animal-welfare.
- **A large selection of plant-based options** including an extensive range of animal protein alternatives – not only on customer's request, but as a default – should be emphasised and awareness raising campaigns should be implemented globally and not just in certain regions that are already open to it.

In addition, FOUR PAWS sent the selected ten hotel companies a commitment letter to sign, with goals in all three categories to be reached within four years from now, by 2027. FOUR PAWS urges the hotel companies to consider signing the pledge to show their willingness to be a pioneer in the industry and drive a positive change.

FOUR PAWS expects action and progress from the hotel companies committing to the following scope by 2027:

- Defining, implementing, and reporting on concrete strategies in the [Corporate Social Responsibility \(CSR\)](#) / [Environmental and Social Governance \(ESG\)](#) report and/or separate policies to reduce meat and dairy use, which includes a supporting statement highlighting the benefits of meat and dairy reduction towards animal welfare, and to reduce greenhouse gas emissions from livestock^a.
- Ensuring that the reduction of meat and dairy is not compensated with an increase/replacement of other animal-derived ingredients or products.
- Introducing and/or expanding its current product range to include (more) plant-based options, including meat and dairy substitutes.
- Setting time-bound targets to phase out animal-derived ingredients from factory farming and supporting farmers/suppliers to implement [excellent-welfare husbandry systems](#)^b.
- Promoting animal-free alternatives by raising guest awareness and highlighting animal- and climate-friendly food via external communication^c.

FOUR PAWS is looking forward to a positive exchange with the hotels that were part of this ranking to support and integrate more sustainable food strategies to reduce their amount of meat and dairy and push for more plant-based foods as part of their animal welfare and climate crisis mitigation goals.

Contact details:

For more information about the FOUR PAWS Hotel Challenge as part of the Atlas Challenge series, please get in touch at: TheAtlasChallenge@four-paws.org

- a For example, a statement could read:
 - As part of animal welfare and climate mitigation goals, a 20% reduction of the total meat content of all food items served at the breakfast buffet will be implemented by 2027.
 - A minimum of 50% of all food offered as part of a breakfast menu/buffet is free from animal-derived ingredients and products.
 - Reduce scope 3 emissions through meat and dairy reduction, to get production in line with the 1.5°C goal of the Paris Agreement (xx% by 20xx)
- b FOUR PAWS originally sent out the commitment letter with the term 'high-welfare' but has since changed its wording to 'excellent-welfare' based on the most recent literature on animal welfare.
- c Plant-based / meat and dairy alternatives can be highlighted using different nudging techniques such as via a buffet set-up, information on menus, events, and initiatives like Veganuary, Health Week, Meatless Mondays etc.



© Unsplash | Engin Akyurt

5. Glossary

- **Antimicrobial resistance (AMR):** AMR is the ability of microorganisms such as bacteria, viruses, fungi, and parasites to resist the effects of antimicrobial drugs such as antibiotics, antivirals, and antifungals. This occurs when the microorganisms develop resistance to the drugs, making them less effective in treating infections. AMR is a serious global public health threat that can result in longer hospital stays, higher healthcare costs, and increased mortality rates. Factors contributing to AMR include the overuse and misuse of antimicrobial drugs in humans and animals, as well as poor infection prevention and control measures. Addressing AMR requires a coordinated and multifaceted approach that includes the appropriate use of antimicrobial drugs, infection prevention and control, surveillance and monitoring, and research and development of new antimicrobial agents.
- **Corporate Social Responsibility (CSR):** CSR is a business approach that integrates social and environmental concerns into a company's operations and interactions with stakeholders. The goal of CSR is to create a positive impact on society and the environment while also achieving business success. CSR activities may include philanthropic initiatives, environmental sustainability practices, ethical business operations, and social impact programmes that benefit employees, customers, communities, and the environment. CSR is increasingly important for companies that want to demonstrate their commitment to social and environmental issues and build long-term relationships with stakeholders.
- **Environmental, Social, and Governance (ESG):** An ESG report is a document that provides information on a company's performance in relation to Environmental, Social, and Governance (ESG) factors. It typically includes an overview of the company's ESG strategy and policies, key performance indicators, and targets for improving ESG performance. ESG reports are used by investors and other stakeholders to assess a company's ESG performance and to make informed investment or business decisions.
- **Excellent-welfare husbandry systems:** Keeping animals in a way that ensures the physical and mental wellbeing of animals and the possibility to express natural behaviours. Apart from the fulfilment of basic requirements like clean water, adequate food, outdoor access, and contact to conspecifics, the environment needs to be appropriate to the animal's intrinsic/species-specific needs.
- **Factory farming:** Factory farming is an industrial method of raising farm animals. On factory farms, animals are raised under conditions intended to maximise production at minimal cost. The animals in these systems regularly suffer from most cruel practices and their basic needs are not met. On factory farms, animals are confined in small spaces and the animals are kept indoors and/or in cages for their entire life.

■ **Five Freedoms:** The Five Freedoms is a set of animal welfare principles that were originally proposed by the UK Farm Animal Welfare Council in 1965. However, the Five Freedoms are outdated nowadays and an inadequate tool for assessing animal welfare.

The Five Freedoms are as follows:

- Freedom from hunger and thirst
- Freedom from discomfort
- Freedom from pain, injury, and disease
- Freedom to express normal behaviour
- Freedom from fear and distress.

■ **Five Domains Model:** The Five Domains Model is a modern tool for guiding animal welfare assessments. The Five Domains Model framework recognises that animals have complex emotional and cognitive lives, and that their welfare is influenced by factors beyond their physical health. It also emphasises the importance of promoting positive emotional states in animals, rather than simply preventing negative states.

The Five Domains are as follows:

- Nutrition: the provision of food and water to meet the animal's physiological needs;
- Environment: the provision of a suitable physical and social environment to meet the animal's behavioural and social needs;
- Health: the prevention and treatment of disease and injury to maintain the animal's physical health;
- Behaviour: the provision of opportunities for the animal to perform normal behaviours and express natural instincts;
- Mental state: the provision of conditions that promote positive emotional states and minimise negative emotional states.

■ **Greenhouse gas (GHG) emissions:** GHG emissions are the release of gases into the atmosphere that contribute to global warming and the climate crisis. The main GHGs are carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O), which are released through human activities such as transportation, energy production, and agriculture. In agriculture, methane (primarily ruminant digestion processes) and nitrous oxide (from nitrogen fertilisation) play the main role, whereas CO₂ plays a minor role. GHG emissions are usually expressed in terms of CO₂ equivalent (CO₂e). GHG emissions are an important measure of a country's, organisation's, or individual's contribution to the climate crisis. In the Paris Agreement, the signing countries agreed to limit global warming to 1.5°C, meaning that greenhouse gas emissions must peak before 2025 at the latest and decline by 43% by 2030⁶⁶.

■ **Paris Agreement:** The Paris Agreement was adopted at COP21, the 21st UN Climate Change Conference. In December 2015, the Paris Agreement became a milestone in international climate policy; a historic, international treaty to combat climate change. Under the Paris Agreement, participating nations committed to reducing greenhouse gas emissions to limit global warming to well below 2°C of pre-industrial levels, with a target of limiting it to 1.5°C. The agreement also includes provisions for financial support for countries in the Global South and regular review mechanisms to assess and strengthen climate action.

■ **Plant-based/vegan:** free from all animal-derived products/ingredients (none of the following: meat, fish, eggs, dairy, honey, gelatine).

■ **Scope 1, 2, and 3 emissions:** A company's GHG emissions are classified into three 'scopes'⁶⁷:

- Scope 1 emissions are direct GHG emissions occurring from sources owned or controlled by the company, e.g. emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc. or from chemical production in owned or controlled process equipment. Hotel chains only report scope 1 for hotels that are under operational control, which are those that are owned, leased, or managed by the company¹⁵.
- Scope 2 emissions are indirect emissions from the generation of purchased electricity consumed by the company. In the case of hotel chains, like scope 1 they include emissions only from hotels under their own operational control¹⁵.
- Scope 3 emissions are all other indirect GHG emissions as a consequence of the activities of the company, but occur from sources not owned by the company, e.g. by extraction and production of purchased materials, transportation of purchased fuels and the use of sold products and services. For hotel chains, this includes the scope 1 and 2 emissions from franchised hotels¹⁵. Scope 3 is an optional reporting category.

■ **United Nations Environment Programme (UNEP):** Since its inception in 1972, UNEP has been the global authority that sets the environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the UN system, and serves as an authoritative advocate for the global environment.



© Jo-Anne McArthur | We Animals Media

References

- Yearly number of animals slaughtered for meat. Our World in Data. [accessed 2023 Sep 25]. <https://ourworldindata.org/grapher/animals-slaughtered-for-meat>
- Animal cruelty | Compassion in World Farming. [accessed 2023 Sep 25]. <https://www.ciwf.org.uk/factory-farming/animal-cruelty/>
- Twine R. Emissions from Animal Agriculture—16.5% Is the New Minimum Figure. Sustainability. 2021;13(11):6276. doi:10.3390/su13116276
- Scarborough P, Clark M, Cobiac L, Papier K, Knuppel A, Lynch J, Harrington R, Key T, Springmann M. Vegans, vegetarians, fish-eaters and meat-eaters in the UK show discrepant environmental impacts. Nature Food. 2023;4(7):565–574. doi:10.1038/s43016-023-00795-w
- Rust NA, Ridding L, Ward C, Clark B, Kehoe L, Dora M, Whittingham MJ, McGowan P, Chaudhary A, Reynolds CJ, et al. How to transition to reduced-meat diets that benefit people and the planet. Science of The Total Environment. 2020;718:137208. doi:10.1016/j.scitotenv.2020.137208
- 25 Hotel Industry Statistics [2023]: Hotel Rate Trends And Market Data. Zippia. 2023 [accessed 2023 Sep 15]. <https://www.zippia.com/advice/hotel-industry-statistics/>
- UNFCCC. UN Works with Global Hotel Industry to Reduce Emissions. 2018 Jan 31 [accessed 2023 Sep 15]. <https://unfccc.int/news/un-works-with-global-hotel-industry-to-reduce-emissions>
- Crippa M, Solazzo E, Guizzardi D, Monforti-Ferrario F, Tubiello FN, Leip A. Food systems are responsible for a third of global anthropogenic GHG emissions. Nature Food. 2021;2(3):198–209. doi:10.1038/s43016-021-00225-9
- Poore J, Nemecek T. Reducing food’s environmental impacts through producers and consumers. Science. 2018;360(6392):987–992. doi:10.1126/science.aag0216
- Ritchie H, Rosado P, Roser M. Meat and Dairy Production - Our World in Data. Our World in Data. 2017 Aug 25 [accessed 2023 Mar 21]. <https://ourworldindata.org/meat-production>
- UN Environment Programme. A Manual to Measuring and Monitoring Resource Efficiency and Greenhouse Gas Emissions in the Hotel and Conference Sector. Paris; 2021. <https://www.oneplanetnetwork.org/sites/default/files/from-crm/A%2520Manual%2520to%2520Measuring%2520and%2520Monitoring%2520Resource%2520Efficiency%2520and%2520GHG%2520emissions.pdf>
- Gössling S, Garrod B, Aall C, Hille J, Peeters P. Food management in tourism: Reducing tourism’s carbon ‘footprint.’ Tourism Management. 2011;32:534–543. doi:10.1016/j.tourman.2010.04.006
- Lenzen M, Sun Y-Y, Faturay F, Ting Y-P, Geschke A, Malik A. The carbon footprint of global tourism. Nature Climate Change. 2018;8(6):522–528. doi:10.1038/s41558-018-0141-x
- Zero Carbon Forum. Net Zero: The Guide for the Brewing and Hospitality Sector. <https://zerocarbonforum.com/assets/pdf/final-ZCF-roadmap-compressed.pdf>
- Geerts W. Hotel Chains Need to Up Game on Franchise Emission Reporting: New Skift Research. Skift. 2023 Mar 28 [accessed 2023 Sep 12]. <https://skift.com/2023/03/28/hotel-chains-need-to-up-game-on-franchise-emission-reporting-new-skift-research/>
- Coolfood. World Resources Institute. 2022 Nov 17 [accessed 2023 Sep 26]. <https://www.wri.org/initiatives/cool-food-pledge>
- Accor. 2022 Universal Registration Document - Annual Financial Report - Integrated Report. 2023. https://group.accor.com/-/media/Corporate/Investors/Documents-de-reference/ACCOR_DEU_2022_US_PDF_UA.pdf
- Hilton 2022 Environmental, Social and Governance Report. 2022.
- Hyatt. FOOD. THOUGHTFULLY SOURCED. CAREFULLY SERVED. <https://about.hyatt.com/content/dam/hyatt/woc/10Principles.pdf>
- Radisson Hotel Group. Responsible Business Report 2022. 2023. <https://media.radissonhotels.net/image/responsible-business--corporate-use-only/miscellaneous/16256-142211-m26438577.pdf>
- Plant-Based Meat and Cheese Alternatives - Restaurants ALL Accor. Restaurants & Bars. [accessed 2023 Sep 15]. <https://restaurantsandbars.accor.com/en/article/plant-based-meat-and-cheese-alternatives>
- Hyatt. CDP Hyatt Hotels - Climate Change 2022. 2022. https://about.hyatt.com/content/dam/hyatt/woc/2022_Climate_Change_Hyatt_Hotels_Response.pdf
- Accor. CDP - Accor - Climate Change 2022. 2023. https://group.accor.com/-/media/Corporate/Group/Documents/2023/04/06/Accor_CDP_Climate_2022.pdf
- Accor. 2019 Healthy and Sustainable Food Charter. 2019. https://group.accor.com/-/media/Corporate/Commitment/PDF-for-pages/Planet-21/Alimentation/2019_Food-Charter.pdf
- 2030 Goals. Travel With Purpose | Hilton ESG. [accessed 2023 Sep 15]. <https://esg.hilton.com/2030-goals/>
- Hyatt. Hyatt 2021 Global Reporting Initiative. 2021. <https://about.hyatt.com/content/dam/hyatt/woc/Hyatt2021GRIIndex.pdf>
- Hyatt. Hyatt World of Care Factsheet. 2022. https://s2.q4cdn.com/278413729/files/doc_presentations/2022/World-of-Care-Fact-Sheet_Final.pdf
- Hyatt. Hyatt 2021 Environmental, Social and Governance Highlights. 2021. <https://about.hyatt.com/content/dam/hyatt/woc/2021WOCHighlights.pdf>
- Marriott International, Inc. Marriott 2022 CDP Climate Change. 2022. <http://serve360.marriott.com/wp-content/uploads/2022/09/Marriott-2022-CDP-Climate-Change.pdf>
- Marriott International. 2023 Serve 360 Report - Environmental, Social, and Governance Progress. 2023. <http://serve360.marriott.com/wp-content/uploads/2023/06/Marriott-2023-Serve-360-ESG-Report-accessible.pdf>
- Intercontinental Hotels Group. IHG CDP Climate Change 2021. 2021. <https://www.ihgplc.com/en/-/media/ihg/files/responsible-business/2022/cdp-carbon-questionnaire.pdf>
- Meliá Hotels International. Meliá TCFD Report. 2021.
- Meliá Hotels International. Meliá Additional Non-Financial Information to the 2022 Management Report. 2023. <https://www.meli-hotelsinternational.com/en/ourCompany/Documents/Hist%C3%B3ricoInforme/Additional%20Non-Financial%20Information%202022.pdf>
- Wyndham Hotels & Resorts. 2023 Environmental, Social, And Governance Report. 2023. https://d1io3yog0oux5.cloudfront.net/_685edc5ebf2787737f0feaa0e077252e/wyndhamhotels/db/2300/20907/document/2023ESGReport_16104225137.pdf
- Choice Hotels. Choice Hotels 2022 Environmental, Social and Governance Report. 2022. <https://www.choicehotels.com/cms/docs/choice-hotels/about/esg-report.pdf>
- Accor - Food. [accessed 2023 Sep 14]. <https://group.accor.com/en/commitment/areas-focus/food>
- Zhang H, Wang Y, Chang Y, Luo H, Brito LF, Dong Y, Shi R, Wang Y, Dong G, Liu L. Mortality-Culling Rates of Dairy Calves and Replacement Heifers and Its Risk Factors in Holstein Cattle. Animals : an Open Access Journal from MDPI. 2019;9(10):730. doi:10.3390/ani9100730
- Bučková K, Špinka M, Hintze S. Pair housing makes calves more optimistic. Scientific Reports. 2019;9(1):20246. doi:10.1038/s41598-019-56798-w
- De Paula Vieira A, von Keyserlingk MAG, Weary DM. Effects of pair versus single housing on performance and behavior of dairy calves before and after weaning from milk. Journal of Dairy Science. 2010;93(7):3079–3085. doi:10.3168/jds.2009-2516
- Süntinger M, Kofler J, Pesenhofer R, Winckler C, Egger-Danner C. Measures to monitor and improve claw health, lameness and animal welfare in Austrian dairy farms. 2019;[24].
- Grandin T. Evaluation of the welfare of cattle housed in outdoor feedlot pens. Veterinary and Animal Science. 2016;1–2:23–28. doi:10.1016/j.vas.2016.11.001
- Farm Animal Welfare Council. Farm Animal Welfare in Great Britain. 2009;(October):1–70.
- Mellor DJ. Moving beyond the “Five Freedoms” by Updating the “Five Provisions” and Introducing Aligned “Animal Welfare Aims.” Animals : an Open Access Journal from MDPI. 2016 [accessed 2020 Nov 9];6(10). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5082305/>. doi:10.3390/ani6100059
- Mellor D. Operational Details of the Five Domains Model and Its Key Applications to the Assessment and Management of Animal Welfare. Animals. 2017;7(12):60. doi:10.3390/ani7080060
- Wyndham Hotels & Resorts. 2022 Environmental, Social, And Governance Report. 2022. http://q4live.s22.clientfiles.s3-website-us-east-1.amazonaws.com/153757806/files/doc_downloads/2022/04/WHR-2022-ESG-Report.pdf
- Hilton. Hilton Animal Welfare Policy Statement. <https://cr.hilton.com/wp-content/uploads/2021/04/Hilton-Animal-Welfare-Statement.pdf>
- Hyatt. Hyatt Supply Chain Stewardship Position Statement. 2022. https://world.hyatt.com/content/dam/hyatt/woc/gri-index/Hyatt_Supply_Chain_Stewardship_Position_Statement.pdf
- Marriott International. Marriott Animal Welfare Position Statement. <http://serve360.marriott.com/wp-content/uploads/2019/05/Animal-Welfare-Position-Statement2.pdf>
- Hilton. Responsible Sourcing 2022 Goal Progress. 2022. https://esg.hilton.com/wp-content/uploads/sites/4/2023/04/2022-Hilton-ESG-Report_Responsible-Sourcing-Goals.pdf
- Accor Group. Accor pledged higher broiler chicken welfare in Europe. Accor – Newsroom. 2019 Jul 12 [accessed 2023 Sep 27]. <https://press.accor.com/accor-pledged-higher-broiler-chicken-welfare-in-europe/?lang=en>
- The Better Chicken Commitment - BCC [US]. [accessed 2023 Oct 11]. <https://betterchickencommitment.com/us/>
- European Chicken Commitment • Albert Schweitzer Foundation. Albert Schweitzer Foundation. [accessed 2023 Oct 11]. <https://albertschweitzerfoundation.org/campaigns/european-chicken-commitment>
- Plant Based Food Market - Global Opportunity Analysis And Industry Forecast (2022-2029). [accessed 2023 Sep 21]. <https://www.meticulousresearch.com/product/plant-based-food-market-5108>
- Smith K. Vegan Food Is Boosting Sales in Restaurants and Supermarkets. LIVEKINDLY. 2018 [accessed 2023 Oct 2]. <https://www.livekindly.com/vegan-food-boosting-sales-restaurants-supermarkets/>
- RELEASE: Hilton Pledges to Serve More Planet-Saving “Cool Food.” 2019 Jun 6 [accessed 2023 Sep 15]. <https://www.wri.org/news/release-hilton-pledges-serve-more-planet-saving-cool-food>
- Hyatt. Hyatt 2022 Global Reporting Initiative (GRI). <https://about.hyatt.com/content/dam/hyatt/woc/Hyatt2022GRIIndex.pdf>
- Plant-based menus taking root in hospitality industry. [accessed 2023 Oct 3]. <https://www.travelweekly.com/Travel-News/Hotel-News/Plant-based-menus-taking-root-in-hospitality-industry>
- Meliá, Soul Matters | Melia.com. [accessed 2023 Oct 3]. <https://www.melia.com/en/brands/premium/melia>
- Best Travel Deals: Top Destinations, Experiences | Marriott. [accessed 2023 Oct 5]. <https://activities.marriott.com/>
- Reyes RD. Grand Hyatt Manila Brings the Green Monday Plant-Based Food Movement to the Philippines. [accessed 2023 Sep 22]. <https://www.metrostaycation.com/2019/03/green-monday-at-grand-hyatt-manila.html>
- Blog | How to Reduce the Food Footprint and Food Waste at your Events. Radisson Hotels & Resorts. [accessed 2023 Sep 22]. <https://www.radissonhotels.com/en-us/blog/meetings/reduce-food-waste-at-events>
- Meliá Hotels International | Facebook. [accessed 2023 Sep 22]. https://www.facebook.com/MeliaHotelsInternational/videos/in-meli%C3%A1-we-promote-responsible-consumption-and-sustainability-applied-to-gastro/336678387012682/?locale=fr_FR&paipv=0&eav=AfbJTL_X_Y_s0dbG0mXr52SKFBQH_rVwEvK3iFhAUew-ri8IAoyWw5I2G2Ylqk1d26k&_rdr
- Hilton Hotels & Resorts | Facebook. [accessed 2023 Sep 22]. https://www.facebook.com/page/125762892900/search?q=vegan&locale=fr_FR
- Try vegan this January. [accessed 2023 Sep 22]. <https://all.accor.com/singapore-malaysia/event/try-vegan-this-january.en.shtml>
- The Role of Behavioural Change and Communication in Tackling Climate Change. 2023. <https://www.youtube.com/watch?v=qb-smVOcNhQ>
- The Paris Agreement | UNFCCC. [accessed 2023 Feb 21]. <https://unfccc.int/process-and-meetings/the-paris-agreement>
- Ranganathan - GHG Protocol Initiative Team.pdf. [accessed 2022 Sep 7]. <https://www.wbcsd.org/content/wbcsd/download/2670/33469/1>



© FOUR PAWS

Annex

Table 1: Result Categories

Stars	Result category	Fulfilment of criteria	Points
1 1.5	■ Very poor ■	No/barely any criteria fulfilled	0 1
2 2.5	■ Poor ■	Few criteria fulfilled	2 3
3 3.5	■ Average ■	Some criteria fulfilled	4 5
4 4.5	■ Good ■	Most criteria fulfilled	6 7
5	■ Very good ■	All criteria fulfilled	8

Table 2 provides information on the criteria and scoring system of the FOUR PAWS Hotel Challenge ranking. The criteria were grouped into three thematic categories, in each of which a maximum of eight points could be reached. Merged cells next to the displayed points achievable indicate that only one of these scores could be

achieved according to the level of ambition. The scores were converted into a star rating system according to table 1 per category and as an overall result. Table 1 also shows the result categories and the corresponding level of criteria fulfilment.

Disclaimer: FOUR PAWS conducted the research based on publicly available information online between June and September 2023. Any changes that were implemented by the selected hotel companies after this set time frame were not considered. As part of the research and analysis, FOUR PAWS sent a questionnaire to the selected hotel companies for their input, which was only answered by Accor. Hilton and Choice provided some information via e-mail. All the other companies were evaluated solely by FOUR PAWS' research on publicly available information online.

Table 2: Overview of criteria and scores

Thematic Category	Criterion	Level of ambition	Maximum points achievable	Accor	Best Western	Choice	Hilton	Hyatt	IHG	Marriott	Meliá	Radisson	Wyndham
Meat and dairy reduction and climate goals	A) Meat and dairy reduction goals	The hotel plans to reduce meat and dairy without having a concrete goal.	2	2	0	0	2	2	0	0	0	2	0
		The hotel has concrete meat and dairy reduction goals.	3										
	B) The hotel mentions the impact of meat and dairy on animal welfare.		1	1	0	0	0	1	0	0	0	1	0
	C) The hotel mentions meat and dairy in connection with a scope 3 emission reduction goal.*		2	2	0	0	2	2	0	2	0	2	0
	D) The hotel discloses its Food & Beverage (F&B) climate footprint.		1	1	0	0	0	0	0	0	1	1	0
	E) The hotel's suppliers have to meet contractual climate-related requirements.		1	1	0	0	0	0	0	0	0	0	0
	Total points in category			8	7	0	0	4	5	0	2	1	6
Star rating for category				4.5	1.0	1.0	3.0	3.5	1.0	2.0	1.5	4.0	1.0
Animal Welfare	F) The hotel's policies cover animal welfare to the extent of...	merely broaching the topic of animal welfare.	1	3	1	1	3	3	1	3	1	1	1
		having insufficient policies in place such as the Five Freedoms.	2										
		excluding at least one cruel practice for at least one species OR excluding one cruel practice for all species but with geographical limitation.	3										
		excluding two or more cruel practices for all species without geographical limitation.	4										
		excluding all cruel practices for all species in all geographical locations.	5										
		following the Five Domains principle.	6										
	G) The hotel supports its suppliers towards improving animal welfare.		2	2	0	0	2	0	0	2	0	0	0
Total points in category			8	5	1	1	5	3	1	5	1	1	1
Star rating for category				3.5	1.5	1.5	3.5	2.5	1.5	3.5	1.5	1.5	1.5
Plant-based portfolio	H) Number of the holding company's hotels having an extended offering of plant-based food**	Some hotels (single hotels)	1	3	2	1	2	2	1	2	2	3	1
		Larger number of hotels (e.g. whole chain/brand)	2										
		All hotels	3										
	I) The hotel's policies mention plans to increase its plant-based offering to the extent of...	merely broaching the topic.	1	2	0	0	2	2	0	1	1	3	0
		having vague plans to increase it.	2										
		having concrete and timebound plans to increase it.	3										
J) The hotel conducts consumer-facing awareness-raising campaigns or programmes on plant-based food such as Meatless Mondays, Veganuary or online advertising.		2	2	0	0	2	2	0	2	2	2	0	
Total points in category			8	7	2	1	6	6	1	5	5	8	1
Star rating for category				4.5	2.0	1.5	4.0	4.0	1.5	3.5	3.5	5.0	1.5
Overall	Overall points		24	19	3	2	15	14	2	12	7	15	2
	Overall star rating (average across all categories, rounded to one decimal point)			4.2	1.5	1.3	3.5	3.3	1.3	3.0	2.2	3.5	1.3
				Good	Very poor	Very poor	Average	Average	Very poor	Average	Poor	Average	Very poor

* Points were only granted, if the following information regarding the scope 3 emission reduction goals was provided: target year, scope 3 emission reduction goal [%] from base year, anticipated change in absolute scope 3 emissions, scope 3 emissions in reporting year [metric tons CO2e], disclosed base year emissions

** Extended offering of plant-based food referring to items beyond the basics of margarine, plant milk, bread, fruits, and vegetables.

The FOUR PAWS Hotel Challenge Questionnaire

As part of its food industry rankings, FOUR PAWS is assessing your hotel holding company's policies and measures towards meat and dairy reduction. FOUR PAWS kindly invites you to respond to the below questions as part of its assessment. Please provide any relevant sources, links, or documents supporting your answers such as your most recent policies on CSR, ESG, animal welfare, responsible sourcing, climate mitigation, as well as the latest annual report, breakfast guidelines or standard menus valid across one or more of your hotel brands, as well as press releases or public statements.

More specifically, **FOUR PAWS will rank your hotel holding company in comparison to others based on the commitment towards animal- and climate-friendly food strategies.**

Please answer the below questions and add information and references as requested:

Meat/Dairy/Emission reduction

1. Do you raise the topic of animal protein reduction in your CSR, other policy, or any public statements?

Yes No

* If you answered with yes above, please provide references of animal protein reduction targets, implementation plans, and/or measures already taken. (Free text, links required)

* Is there additional information you would like us to consider which has not been included above? (Free text, links optional)

2. Does your hotel contribute to greenhouse gas emission reduction related to animal-based food procurement (scope 3 emissions)?

Yes No

* If you answered with yes above, please provide references of greenhouse gas emission reduction targets, implementation plans, and/or measures already taken^a. (Free text, links required)

* Are there additional climate-related goals and/or information you would like us to consider which has not been included above? (Free text, links optional)

Increase of plant-based foods

3. Do you raise the topic of plant-based foods in your CSR, other policy, or any public statements?

Yes No

* If you answered with yes above, please provide references of what you have communicated / where you have done so. (Free text, links required)

* Is there additional information you would like us to consider which has not been included above? (Free text, links optional)

^a For example, changing to meat and dairy suppliers that have greenhouse gas emission plans and measures in place.

4. Do you have overarching breakfast guidelines^b applicable to your chains?

Yes No

* If you answered with yes above, please provide references of what you have communicated / where you have done so. (Free text, links required)

* Is there additional information you would like us to consider which has not been included above? (Free text, links optional)

5. Do you raise awareness on the importance of eating more plant-based foods with your guests?

Yes No

* If you answered with yes above, please provide references of what you have communicated / where you have done so? (Free text, links required)

* Is there additional information you would like us to consider which has not been included above? (Free text, links optional)

Animal welfare

6. Do you raise the topic of animal welfare in your CSR, other policy, or any public statements?

Yes No

* If you answered with yes above, please provide references of what you have communicated / where you have done so? (Free text, links required)

* Is there additional information you would like us to consider which has not been included above? (Free text, links optional)

7. Do you take direct action to ensure your suppliers/farmers do not use husbandry systems that are detrimental to animal welfare, and/or instead eliminate most cruel practices^c?

Yes No

* If you answered with yes above, please provide references of what you have communicated / where you have done so. (Free text, links required)

* Is there additional information you would like us to consider which has not been included above? (Free text, links optional)

^b Breakfast guidelines refer to certain minimum standard food requirements throughout some or all of your hotels for their breakfast menus or buffets.

^c FOUR PAWS definition of most cruel practices: interventions or circumstances caused by humans which cause fear, pain, and/or stress (e.g. non-curative mutilations, cruel breeding, low-stimulus husbandry systems, long distance transports)

About FOUR PAWS

FOUR PAWS is the global animal welfare organisation for animals under direct human influence, which reveals suffering, rescues animals in need and protects them. Founded in 1988 in Vienna by Heli Dugler and friends, the organisation advocates for a world where humans treat animals with respect, empathy and understanding. The sustainable campaigns and projects of FOUR PAWS focus on companion animals including stray dogs and cats, farm animals and wild animals – such as bears, big cats and orangutans – kept in inappropriate conditions as well as in disaster and conflict zones. With offices in Australia, Austria, Belgium, Bulgaria, France, Germany, Kosovo, the Netherlands, Switzerland, South Africa, Thailand, Ukraine, the UK, the USA and Vietnam as well as sanctuaries for rescued animals in eleven countries, FOUR PAWS provides rapid help and long-term solutions.



FOUR PAWS International

VIER PFOTEN International –
gemeinnützige Privatstiftung

Linke Wienzeile 236

1150 Vienna | Austria

Phone: +43-1-545 50 20-0

office@four-paws.org



[four-paws.org](https://www.four-paws.org)



[four-paws.org/linkedin](https://www.four-paws.org/linkedin)



[four-paws.org/instagram](https://www.four-paws.org/instagram)



[four-paws.org/facebook](https://www.four-paws.org/facebook)



[four-paws.org/twitter](https://www.four-paws.org/twitter)



[four-paws.org/youtube](https://www.four-paws.org/youtube)