

12-2008

Road to the Green Seal

Milos Cerovic

University of Nevada, Las Vegas

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<http://dx.doi.org/10.34917/1654877>

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ROAD TO THE GREEN SEAL

by

Milos Cerovic

Bachelor of Science
St. John's University
2003

A professional paper submitted in partial fulfillment
of the requirements for the

Master of Science Degree in Hotel Administration
William F. Harrah College of Hotel Administration

Graduate College
University of Nevada, Las Vegas
December 2008

ABSTRACT

Road to the Green Seal

by

Milos Cerovic

Dr. Robert Woods, Committee Chair

Full Professor

Hotel Management Department

William F. Harrah College of Hotel Administration

University of Nevada, Las Vegas

Green Seal is one of the most recognized non profit organizations that work closely with companies from all over the country to provide certification of environmentally friendly products used by employees. There are many reasons for product certification process. The most obvious one is to preserve the environment and energy efficiency. Another important reason is to reduce the cost and increase the profit by using products with higher durability and less expensive packaging. Of equal importance is participation in green initiatives which allows hotels and other organizations to capture additional businesses, media exposure etc.

InterContinental Chicago is the largest and most profitable hotels within InterContinental Hotels Group chain. This hotel started the certification process in April of 2007 and has achieved the Silver Level certification within eighteen months. Hotel had to make numerous operational changes to meet the requirements of the process. These changes resulted in better efficiency, more profit and several pieces of coverage from the local media.

The objective of this professional paper was to create a guideline for all hotels of similar size and location that are exploring the idea of getting environmentally certified by Green Seal Organization.

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InterContinental Chicago – Mission Statement



InterContinental Chicago Commitment:

We, the staff and leadership of InterContinental Chicago, are committed to doing our part to preserve our most precious of resources — the world we share. We will strive to create harmony between our environmental responsibility and our financial responsibility to our owners. We believe this balance is essential to sustain prosperity.

Our commitment will be visible by our actions. We will...

- Continuously Improve our environmental performance through development of best practices, training and recognition of excellence
 - Innovate and use technology to conserve energy
 - Reduce the waste we produce
 - Recycle the waste we produce
 - Take action to become carbon neutral
- Purchase locally sourced products to reduce fuel waste to transport
 - Purchase sustainable, non-toxic products wherever possible.
- Promote effective environmental management by our suppliers and contractors
- Integrate environmental responsibility into daily operations and decision-making

We are united in working together to contribute to the prosperity of humanity and the protection of the world we share.

Part One

Introduction

How many hotels are truly committed to participate in environmentally friendly programs? How many guests who stay in our hotels are aware of the green programs that are offered on property? How many of our staff members have received any type of training on water savings, recycling or energy conservation? The answer to all three questions is very simple: Not Enough! This professional paper will follow a success story of InterContinental Chicago, a hotel that managed to create an environmentally friendly cultural awareness amongst its employees and efficiently implemented many eco-practices. The paper will also focus on importance of the Green Seal certification and all the future opportunities that this award provided for the hotel, company and Chicago community. Lastly, business practices and financial results of the property before and after the implementation of “green” campaign will be compared.

Purpose

Purpose of this professional paper is to create a guideline for all downtown Chicago hotels that are striving to obtain a “Green Seal” award. In order to accomplish this goal, already established eco-friendly procedures from InterContinental Chicago Hotel will be reviewed and analyzed in depth to give the readers of this document a clear instruction on how to implement these procedures in their own organizations.

Justification

Statement of the problem will be the importance of the Green Seal certification. Green Seal is not only approved by the US Government but it is also a program that

educates companies about their efficiency, cost control and responsibility for the environment. Hotels are additionally interested in the certification process today because many large corporations preferring to organize their annual meetings and conferences in hotels that are “Green Seal” certified. By doing so, companies are showing to their shareholders and supporters their commitment to the environment and to energy savings.

Being “green” is very trendy in our industry today and many General Managers are trying to get their hotels “Green Seal” certified to please their owners, clients and guests. Keeping up with competition, generating more positive public relations coverage and improving the financial performance of the hotel are other justifications for going “green”.

Constraints

Environmental examinations and practices are relatively new to the hotel industry. This poses a major constraint to this study. InterContinental is at the moment the industry leader in Chicago area with regards to the environmental initiatives and changes. Therefore, real comparisons to other Chicago properties are not possible until other hotels become certified and share their success stories. At that time we can compare financial results, employee engagement scores and so on among hotels of similar sizes, locations and employee ratios.

PART TWO

Introduction

Part two of my professional paper will explain the advantages of using the Green Seal organization over the other similar programs. It will also provide an understanding of the Green Seal concept and focus on the specific requirements of the certification process.

Literature Review

Certification Programs

Lodging establishments in the state of Illinois can partner with different non-profit environmental organizations that specialize in certification of “green” procedures (ex. energy efficiency, building materials, amenity products and chemicals) to implement eco- friendly and energy efficient procedures in their hotels. The most popular and recognized among the architects, builders and hotel industry experts are U.S. Green Building Council’s LEED certification program and Green Seal.

Although it offers variety of other services LEED (Leadership in Energy and Environmental Design) focuses mostly on measuring the environmental friendliness of commercial and high-rise residential buildings (Nichols, 2006). This particular certification program is concerned more about the new hotel builds and evaluates the materials used for their development. Hotels are encouraged to follow the LEED guidelines in early stages of hotel’s opening, renovations and whenever a major work needs to be performed in the hotel. U.S Green Building Council has implemented the LEED certification rating system in 2000 (Nichols, 2006). The rating has four levels and

certifications are being awarded to hotels based on their progress and commitment to sustainability.

Green Seal

Green Seal is commonly used in existing buildings and has more services to offer to its hotel partners on a long run than LEED. Although LEED annually certifies more general buildings than any other existing program, Green Seal has become the preferred certification company among the hoteliers because it specializes in lodging industry and develops products that are in line with other hotel “green” initiatives. Hotel managers and owners are today particularly interested in certifying the products that are being used daily on site, implementation of energy efficient and waste control actions and the profitability of their hotels. LEED only offers help in some of these areas while the Green Seal covers them all. For that reason Strategic Hotels and Resorts and InterContinental Hotels Group, two companies that own and operate InterContinental Chicago have decided to partner with Green Seal and participate in their prestigious certification program.

Green Seal is a nonprofit organization, founded in 1989, that closely partners with many domestic and international companies on bringing their products up to the latest environmental standards. Certification is only one of the many services that this company provides to its clients interested in helping the environment and increasing their own work efficiency. The role that Green Seal has in the lodging industry is very important due to the volume and frequency of orders placed by hotels and motels throughout the country. According to the 4Hoteliers magazine the average hotel purchases more products in one week than one hundred families typically do in a year

(Fears, 2007). Founders and top executives of the Green Seal organization are also very active in the industry. They travel to hotel seminars and conferences educating young hoteliers about their services and the importance of environmentally friendly actions in our industry. Upon request, Green Seal also sends representatives to different hotel sites to either start up the eco-friendly programs or to evaluate the progress of the existing “green” initiatives. Green Seal has partnered with many well known hotel chains such as Hilton, Starwood, Hyatt, InterContinental, and Four-Seasons in raising cultural awareness about environmentally friendly procedures.

Certification Process

Green Seal hotel certification processing time usually ranges from 12 - 36 months. Processing time depends mostly on the size and condition of the property but also can depend on the response time of the hotel management trying to meet the requirements. There are three levels of Green Seal certification process. Bronze or the entry level certificate is presented to those hotels that have not only officially enrolled in the process but they also have existing eco-friendly procedures in place. Silver or the middle level of the certification journey is very respectable and hard to achieve. Hotels achieving this level are showing genuine interest in the environment. These hotels are generally in compliance with majority of the checklist given by the Green Seal auditors and are few standards away from reaching the top tier of certification process. InterContinental Chicago is the only hotel in downtown Chicago that has earned itself this award. Gold level, the highest of the three, is given to the lodging establishments that are in full compliance with the rigorous requirements set by Green Seal organization.

Currently, there are no hotels in downtown Chicago area that have earned this prestigious award.

Certification Requirements

The certification process and environmental compliance program for hotels and motels has been created based on the following elements:

- Waste Minimization – training, food waste, water waste, food donations, disposable food service items, purchasing in bulk, amenity dispenser, recycling (lights, batteries, copiers, paper etc.)
- Energy Efficiency Conservation and Management – energy efficient equipment, guest room thermostat setting, energy efficient lightning, programmable sensors and energy efficient windows.
- Management of Fresh Water Resources – Water conserving fixtures, landscaping irrigation, sidewalk/parking cleaning, towel and linen reuse, washer, dryer and dishwasher operation.
- Waste Water Management – chlorinated chemicals, biodegradable dishwasher and laundry detergents, cleaning supplies, integrated pest management and audit, chemical handling and environmental and socially sensitive purchasing policies and procedures.

Waste Minimization

Waste management is the procedure that involves collection, processing, recycling and disposal of waste materials. Although there are other methods for waste disposal such as Incineration, in most countries, it is common practice that waste material is disposed in landfills. Due to the limited landfill space on our planet, it is extremely

important that companies pay special attention to minimizing their waste production. Waste reduction can be accomplished through three different steps: Source reduction, product reusing and utilizing recycling materials. Hotel's Purchasing Managers should be very careful when ordering products for their hotels. It is highly recommended that companies use natural products that can either be recycled or reused on many different occasions. Unnecessary paper usage can be prevented by installing automated towel dispensers or hand dryers. A plastic trash bag takes over 1,000 years to biodegrade in the landfill and thicker plastic bottles remain there even longer (*"What your property can do"*, 2007). One way to reduce unloading excessive amounts of bottles, and waste in general, to our landfills is to switch to recycle friendly packaging materials and purchase the orders in bigger bulks. By following this direction, lodging companies would not be creating as much waste and would be less harmful to the nature.

Energy Efficiency

Cost of energy is one of the major expenses that every company has to bare with. According to a study revealed in April of 2008, businesses in the UK are wasting more than £540,000 a day collectively through poor energy efficiency (Energy Efficiency, 2008). With that in mind, Hotels are very focused on purchasing energy efficient products not only for the environmental reasons but also for the cost reduction purposes. Reducing energy does not take away anything from the guest experience in the hotel. On the other side, it reduces the production of the poisonous materials that create air pollution and harm the nature in many other ways.

Energy efficiency is not only a top priority for hoteliers. Automobile industry leaders are highly competitive in today's market trying to invent and promote energy efficient vehicles. According to one of the conclusions from a study that was done by American Physical Society, plug-in hybrid electric vehicles have the greatest potential for reducing oil consumption in the transportation sector and therefore have great potential for increasing energy security and reducing greenhouse gas emissions (Don't Pull the Plug, 2008). General Motors is already working on their model, Chevrolet Volt that should be introduced by 2010. Some hotel chains like Starwood have already committed to purchasing only hybrid or energy efficient vehicles for their hotel fleet.

Being energy efficient is a good way for a hotel to reduce its expenses and raise the profit. Some of the industry's leading organizations are focusing on obtaining the Energy Star award and using the energy efficient tactics as a part of the green initiatives (Stark, 2008). InterContinental Chicago is a proud winner of the Energy Star award and continues to take the necessary measure to further decrease energy consumption in the hotel. In this hotel, it is understood that even simple measures such as shutting off lights and computers in the office at the end of the day can contribute to a lot of savings. Buying energy efficient light bulbs, which are not only recyclable but also last longer, is another way to reduce the consumption. For example, compact fluorescent bulbs (CFLs) are a great place to save energy immediately. CFLs use about 75% less energy than incandescent bulbs ("Take charge", 2007). Purchasing CFL and LED light bulbs can cost up to five times more than incandescent lights but it can increase the lifespan of the bulbs by thirty times (Urell, 2008). Also, a common practice in hotels with lower occupancy is

to place 2-3 floors out of service at the time and shut off the in room TVs, A/C, mini-bars, refrigerators, lamps, radios etc.

Management of Fresh Water Resources

Only 2.5% of the total amount of water in the world is fresh water. (“How much do we have?”, 2008). Effective management of fresh water resources starts with the companies’ awareness and tracking of fresh water consumption numbers. According to Coca-Cola, the company and its franchised bottlers used approximately 290 billion liters of water for beverage production in 2006 of which approximately 114 billion liters went into beverages, while 176 billion liters were used in beverage manufacturing processes such as rinsing, cleaning, heating and cooling (Coca-Cola, page 5. 2007). According to a survey on hotel green practices just released by the American Hotel and Lodging Association., towel and linen reuse programs now are the most popular eco-friendly practices used by hotel owners and operators (Johnson, 2008). Other procedures for better management of fresh water resources include water conserving fixtures, reduction of landscaping irrigation and sidewalk cleaning and regular evaluation of the fresh water consumption by the washers, dryers and dishwashing machines. It is extremely important that we control the consumption of the fresh water. If we fail to do so we will run into a challenge of living in water scarce conditions and expose ourselves to many infectious and deadly diseases.

Waste Water Management

Although it is not as important in Chicago as it is in the coastline cities, where there is less fresh water around, waste water management has been a major topic of research in United States for more than a few decades. Due to the limited supplies of

drinking water, it is important that we use water resources wisely and limit the waste as much as possible. According to a 2001 report of the World Wide Fund for Nature ([WWF](#)), roughly 1.5 million tons of plastic are expended in the bottling of 89 billion liters of water each year (“The Effects of Bottled Water”, 2008). Energy used for production of the bottled water is not only expensive but it is also very harmful for the environment because bottles fill up the landfills and take long time to dissolve. Hotels can reduce the pollution of the landfills and fresh waters by using chlorinated chemicals, biodegradable products such as detergents for dishwashing and laundry, cleaning products etc. and being more sensitive when purchasing their supplies.

Conclusion

The literature review provided its readers with a thorough explanation of the advantages of Green Seal certification and its importance to hotels across the country. Compliance in four required areas of certification not only brings the hotels closer to the next level of the certification process but it also shows the reduction in spending and increase of profit on the hotel level.

PART THREE

Introduction

Part Three of “Road to the Green Seal” project will focus on the environmentally friendly methods, used at InterContinental Chicago hotel to meet the expectations of the Green Seal certification process. Thus far, InterContinental Chicago has achieved the second highest tier of the certification process; the Silver Level. Requirements and positive results of this process will be shown through the completed checklist and financial statements illustrating “year over year” improvements (Appendix D). Complete checklist will also be shown in Appendix A. This portion of the project will also include recommendations for the hotel on how to better capitalize on public relations, sales and marketing, reservations and front desk opportunities that were created as a result of the environmentally friendly initiatives that were implemented in the hotel.

InterContinental Chicago

InterContinental Chicago is one of the largest and most profitable hotels within the InterContinental Hotels Group (IHG). This well known hotels group is represented in the luxury segment by InterContinental Hotels and Resorts; in mid luxury and business level by Crown Plaza and Hotel Indigo; in budget segment by Holiday Inn, Holiday Inn Express; and in extended stay tier by Candlewood and Staybridge Suites. InterContinental Hotels Group is the largest hotel company in the World with total number of rooms exceeding 600, 000 and maintaining its presence in nearly 100 countries worldwide. IHG’s corporate office is in London, England and regional offices are located in Hong Kong and Atlanta.

With its prime downtown location, InterContinental Chicago has been able to build an image of being the only hotel in Chicago with a front entrance from Michigan Avenue. Also known as The Magnificent Mile, Michigan Avenue is a true paradise for all shopping lovers offering variety of department stores and high end boutiques. The hotel itself was originally built as The Medina Athletic Club and majority of its structure is still being protected by UNESCO World Heritage Program. Both interior and exterior of the hotel are part of Chicago's Architectural Tour. Offering 792 guestrooms and more than 30,000 square feet in meeting space, the InterContinental Chicago has positioned itself as one of the leading business hotels in the Chicago area. Winning the Four Diamond Award for over 15 consecutive years is another proof of top notch customer service and successful business operation. Team of 450 full time and 140 contracted employees work hard to provide satisfaction to their guests and financial results to the hotel's ownership group.

The main competition for InterContinental Chicago represents the following set of hotels: Fairmont Chicago, Swissotel, Hilton Palmer House, Westin Downtown Chicago, and Marriott Michigan Avenue Hotel. All these hotels are very similar in number of guestrooms, employee to guest ratio, and meeting space available. They also attract almost identical profile of guests. With McCormick Center being one of the largest conference areas on the East Coast and the City of Chicago offering some of the finest dining and entertainment in Midwest, lots of hotels mentioned above benefit from the City wide meetings such as Electronic shows, Medical conferences, etc. Majority of business at InterContinental Chicago comes from meetings and conference travelers. They account for over 65% of total room nights leaving the 35% for the leisure and

corporate visitors. Although there are four different food and beverage outlets (Zest Restaurant, Lobby Bar, Starbucks, and In-Room dining) that are currently being offered within the hotel, the majority of the revenue comes from the sale of rooms. With an average daily rate (ADR) of almost \$240.00 and year end occupancy in 2008 projected to be 83%, one can draw a conclusion that InterContinental Chicago is in a very strong financial condition. Although the revenue numbers have decreased from the previous year due to the current downturn in economy, the cost has been drastically reduced to balance out for some missed opportunities in ADR and Occupancy. Implementation of certain environmentally friendly practices is in direct correlation with the visible reduction of expenses within the hotel.

GREAT

Green Seal certification became the subject of hotel's importance for the first time in April of 2007 when the GREAT team has been assembled. GREAT stands for Green Resources and Environmental Actions Team. The sole purpose of this group of employees, led by hotel's Director of Engineering was to brainstorm ideas and methods for implementation of "green" initiatives and more importantly to inform all other departments of their role in this action. The team has been put together and supported by the executive committee members. All representatives share unsurpassed passion and commitment for the environment. Director of Engineering, Director of Training and Director of Purchasing have the largest task in hand with the acquisition and implementation of new products and procedures. They are directly responsible for working together with Green Seal representatives and selected vendors on identifying the right products and getting them certified by the Green Seal Organizations.

The GREAT Newsletter became the mandatory part of every briefing in the hotel, creating a greater level of awareness among the employees. The newsletter follows the latest industry trends with regards to the “green” initiatives, recognizes employees performing new procedures correctly, and shares some interesting and successful stories from other business organizations. The team meets on a bi-weekly basis to discuss the new ideas and to review the current progress made towards achieving the Green Seal award. The meeting minutes along with some saving / eco-friendly tips are then distributed to all employees of InterContinental Chicago hotel via email. The success of GREAT had such a positive impact on the hotel and its employees that now each department has assembled its own committee to be in charge of new initiatives and ensuring the consistent utilization of the existing ones.

Green Seal Requirements

In June of 2007, The GREAT team decided to participate in one of the many “green” certification processes wanting to put our hotel on the Environmentally Friendly map. It was very important to our committee that we meet with both US Green Building Council and Green Seal organization being that these two were the most influential programs for hotel certification. After analyzing benefits of each of the two programs and for the reasons mentioned in the Literature Review section, InterContinental Chicago decided to partner with Green Seal and work toward meeting all the necessary requirements for the Silver Level certification. The GREAT Team was given a checklist with specific requirements for obtaining the different certification levels. Certain prerequisites on the checklist seemed unachievable due to the age and structure of the two hotel towers. Others required lots of creativity and changes in existing policies and

procedures. The task ahead was not easy and the GREAT team quickly realized that without everyone's help this goal was almost impossible to be achieved. It took the hotel almost 14 months to achieve the Silver certification.

Green Seal Checklist

Below listed are results and responses of the Green Seal certification checklist submitted along with the application for the Green Seal Award.

Organization and Property Specifics

Name: InterContinental Chicago

Address: 505 North Michigan Avenue

City: Chicago

State: Illinois

Zip Code: 60611

Main Phone: 312 -944-4100

Facsimile: 312 – 944-1320

Year of Property Construction: Historic Tower – 1929; Main Building – 1960

Year of Most Recent Renovation: 1989

Property Size: 748, 352 square feet

Number of Floors: Historic Tower – 42; Main Building – 26

Number of Guestrooms: 792

Number of Staff: 590

Regulatory Compliance

Has the property provided a statement that it has not violated any applicable environmental regulations in the past 12 months?

A letter of confirmation, signed by the Hotel Manager was sent to Green Seal Council on September 10, 2007. The letter stated that InterContinental Chicago has not violated any applicable regulations in the past 12 months and that it is in full compliance with the Green Seal Industry Standards.

Has the property identify the environmental compliance personnel and/ or provided a description of environmental compliance program?

Environmental compliance personnel are GREAT Team members. Environmental compliance program includes monthly inspections of the property by GREAT Team members. During each audit, GREAT Team members follow an inspection form created according to the Green Seal requirements. All discrepancies found during the audits are noted down and shared with appropriate departments and personnel of the hotel. Departments with discrepancies are asked to submit their action plan and completion date for corrective actions.

Waste Minimization, Reuse and Recycling

Properties shall establish or maintain recycling programs for the common areas and administrative areas of the property for materials that are cost effective locally.

Each department uses a paper recycling box. Housekeeping empties the box in a clear plastic bag and throws the bag into the recycling compactor on the dock. Shredded paper is placed in see-through plastic bags and collected by housekeeping who brings the bags to the dock and places them also into the recycling compactor. A recycling

receptacle is located in the lobby to encourage guests to recycle their newspapers and other paper material. Paper printed on one side is used for internal copies, notepads, and printouts. A clear tube is placed in cafeteria for all colleagues to place hotel and privately spent batteries. Batteries are picked up with compact fluorescent by AirCycle. Plastic, glass and metal are placed in two co-mingled recycling receptacles located on the receiving dock. Old linens, towels and blankets are delivered to a local shelter or being used as rags. Guest keys are collected by Housekeeping from guestrooms and brought back to Front Office for re-use. Left over bathroom amenities and half used toilet paper rolls are used in employee locker rooms or being donated to local charity organizations. Recycling amounts are being monitored frequently by both inside and outside personnel. Director of Engineering receives electronic log book from waste hauler on a monthly basis. This enables the hotel to receive proper compensation from materials and to take appropriate action if volumes decrease. A written report showing how much the hotel recycles is also distributed to all hotel staff by Director of Engineering on a monthly basis.

Property shall also establish or maintain recycling and/or composting programs for food waste and yard waste where cost-effective locally. Program components shall be clearly labeled for both guests and staff.

Allied Waste Services, one of the partners of InterContinental Chicago in achieving the Green Seal certification has audited the hotel in September of 2008 and discovered that hotel's waste is consisted of 85% Wet waste (food, liquids, and items consisted of food, and liquids), 10% Non-recyclable waste (polystyrene trays, plates, bathroom waste, and floor sweepings) and 5% Plastic, Aluminum, and Glass.

Properties shall use refillable amenity dispensers rather than individual containers for shampoo, conditioner, soap lotion etc. where possible or demonstrate that chosen individual products are the smallest practical size for guest length of stay and minimally packaged in recycled and/or recyclable materials.

In order to stay in compliance with Green Seal certification requirements InterContinental Chicago has decided to use bathroom amenities with the following characteristics:

- bottles – PET plastic utilizing 10% of post consumer waste
- caps – Polypropylene
- labels – Recyclable printed paper, Water based ink and Water soluble glue
- cartons – Recyclable paperboard, Water based biodegradable inks
- soaps – 100% natural vegetable base containing natural Aloe Vera gel, pure edible grade oils, biodegradable
- formulas – Over 90% natural ingredients and
- shipping Containers – Packing Corrugate, shipping containers are recyclable and constructed of post consumer waste

The InterContinental Chicago is using Damana amenity products. Bottle size is 40 ml or 1.4 oz. All Damana products are enriched with natural ingredients.

Default setting for copying shall be double-sided; paper printed on one side shall be used for internal copies, printout and notepads.

InterContinental Chicago is in full compliance with these methods.

The property shall make efforts to purchase products in bulk and avoid single-use type products.

The hotel purchased three compartment dispensers that are mounted in 13 rooms in conjunction with individual amenities. Conditioning shampoo, conditioner and cleaning gel are all being purchased in 5 liter drums to avoid any excessive waste of plastic.

Energy Efficiency, Conservation and Management - Has energy efficient equipment been installed and utilized on property?

Hotel received Energy Star Award in 2008 (please refer to Appendix C) and is in full compliance with all energy efficiency requirements. Examples of energy efficient equipment include fax machines, copiers, printers, computers, central air conditioners, central heat pumps etc. Copies of purchase orders of energy efficient equipment have also been submitted for Green Seal Council's approval. The Engineering Department has installed energy efficient lighting throughout the hotel and is consistently researching newly available products. Although InterContinental Chicago is currently using CFL (Compact Fluorescent Lamp) light bulbs in guestrooms and corridors of the hotel the goal is to have 10% of all public areas to have LED (Light-Emitting-Diode) lighting by December 31, 2009. All windows in the hotel are also energy efficient. Installation of low-e energy efficient windows was done in 2000.

Does the property have the building HVAC systems, in-room units and kitchen and laundry appliances on a regular preventative maintenance schedule, including filter cleaning, leak checks, clearing air vent and intake obstructions?

Programmable on/off switches are used for lighting and HVAC in low traffic areas such as back of the house, linen closets, meeting rooms and equipment room to reduce consumption and increase life of lamp. Daily event logs are transferred to the

Engineering department on a daily basis for the next day's worth of events and locations. Building Automation Systems (BAS) are programmed upon receiving of the log for the following day's event. Each guestroom and meeting room has gone through the implementation of BAS in the past 12 months. All of these areas have the capability to initiate cooling/heating one hour before the event to temperature the room and terminate the operation 30 minutes after the event has ended. Office space, meeting space and cardio room of fitness center have all been placed under control of dual-tech occupancy sensors.

Management of Fresh Water Resources

Property should use the following water conserving fixtures: 2.2 gpm faucets and aerators, 1.6 gpf toilets, 2.5 gpm showerheads. Any existing showerheads, faucets and aerators that exceed these flow rates shall be on a schedule for replacement within 2 years.

During the planning and next design process of the Main Building remodeling toilet specifications will include a low flow water usage of 1.6 or lower to comply with Green Seal standard and to reduce the amount of fresh water entering the waste stream. All aerators in all faucets have been fitted and are being replaced with 1.5 gpm type. All guestroom shower heads are 2.5gpm. Pre-rinse spray stations have been fitted with 3.5 gpm heads. Guest bathrooms are to be fitted with solar powered faucets by January 31, 2009. There are currently 2 solar powered faucets installed in the first floor men's bathroom. All purchase orders for faucets, shower heads and toilets have been filled and submitted to Green Seal Council.

For exterior plantings, property should use plants and trees tolerant of climate, soils and natural water availability. Landscape should be watered where necessary in the early morning or at night to minimize evaporation.

There is a procedure put in place for optimal watering times for exterior foliage that states that all contractors should check in with Housekeeping upon their arrival and enter time of outdoor foliage irrigations into log sheet. The allowed times for irrigations, approved by the GREAT Team, are mornings before 6 am and evenings after 8 pm. According to the policy, contractors are only to use plants/flowers that are drought tolerant and have low water needs. Landscape acknowledgment form and log sheet are kept on file and can be shown upon request.

Property should demonstrate that grounds keeping procedures specify that sidewalks, drives, parking lots are to be swept instead of washed down with potable water or washed down with gray water.

InterContinental Chicago has limited number of power washes per month to only one occurrence. Even then, the housekeeping attendant performing the power wash should check to see that the hose on the dock is in good condition and that it has no leaks or holes. Monthly log and power washing schedule are kept on file and can be shown upon request.

Linen Reuse Option

InterContinental Hotel is one of the first hotels in Chicago to start the linen reuse program. This initiative is designed for guests staying three or more nights. It is the responsibility of housekeeping department to minimize hotel's impact on the environment. It is also policy of the hotel to launder guestroom linen every three days for

those guests staying multiple nights. All linens are naturally being changed upon any guest check out.

Waste Water Management

Property should demonstrate that chlorinated chemicals are used only where there is no less toxic alternative and only in minimal amounts.

Currently, InterContinental Chicago's stewarding and housekeeping departments are using hydrogen peroxide products instead of the chlorine bleach. Only the chemical products approved by Green Seal and supplied by Onyx Solutions (company that specializes in manufacturing environmentally friendly products) are being purchased and used on property. InterContinental Chicago is also in compliance with Green Seal certification guidelines on using the biodegradable dish washing detergent, laundry detergent and other cleaning supplies.

Property should seek out and explore the use of organic insecticides, fertilizers and biocides and/or integrated pest management (IPM) techniques.

The hotel has agreed to use the ECOLAB IPM system as outlined by Ecolab and Green Seal Council. Upon their visit in September of 2008, IPM System specialists have identified the lowest impact solution to potential and existing pest concerns and recommended regular treatments to the GREAT Team. All products used by Ecolab will be in the LEED (Leadership in Energy and Environmental Design) toxic categories allowed for use. The hotel is serviced monthly with a printed service report provided after each visit. The following areas are part of the monthly visit: foodservice area (kitchen, banquet set up room, room service, and starbucks), housekeeping, common area (employee locker rooms, cafeteria etc.), storage area, loading dock, and mechanical area.

Hazardous Substances – Property should seek to replace hazardous substances with less hazardous alternatives (cleaning supplies, detergents, adhesives, paints, pesticides etc.). Purchases of hazardous materials will be based on accurate records of the current product inventory to avoid over-purchases and unnecessary storage.

It is the policy of InterContinental Chicago that all hazardous materials are being inventoried and purchased based on absolute need. Materials are also being replaced with new, environmentally friendly products as they become available on the market.

Hazardous materials are inventoried twice for the Stewarding department and once for housekeeping. Results of the inventories along with the MSDS (Material Safety Data Sheet) books are being kept in the hotel for the record and reviewed monthly by the director of purchasing and director of engineering.

Architectural paint purchased for use on the property must not contain heavy metals (eg. Antimony, Cadmium, Hexavalent, Chromium, Lead, Mercury etc.) or toxic organic substances.

In November of 2007, the paint inventory at the hotel was assessed and paint that had unacceptable amount of heavy metals and toxic organic substances has been discontinued from the purchase options with vendors. All paint purchased for the hotel has low or no VOC (Volatile Organic Compound) content. Paint inventory sheets are recorded and filed with hotel's director of engineering and can be available upon request.

Environmentally and Socially Sensitive Purchasing – Appointment of a steering committee, development of an environmental mission and purchasing targets, incorporation of environmental preferences into purchasing documents, the purchase and testing of new products, regular evaluation and modifications

Please see Appendix B for the results and initiatives at InterContinental Chicago with regards to the above mentioned environmentally and socially responsibilities.

Consumable Paper Products

Consumable paper products at InterContinental Chicago all meet the EPA (Environmental Protection Agency) standard of 20% PCW (Post Consumer Waste) for bath tissues, 40% PCW for towels and 10% PCW for facial tissues. These products have been purchased for Housekeeping to place them in all employee common areas, public areas and guestrooms. The above mentioned products are being ordered through an approved distributor for Kimberly - Clark Professional, a member of the U.S. Green Building Council.

Printing and Writing papers

The hotel is partnering with printing companies that use paper stock that meets EPA standards. Property specific printing and writing papers contain a minimum of 30% PCW.

Copy Paper

Selecting copy paper vendors has been very difficult process in the past for InterContinental Chicago due to corporate mandated standards. Approximately eighty percent of all paper utilized on property has the minimum post consumer content, when not dictated by corporate standards. That percentage is much lower when corporate vendors are being utilized for supplies of copy paper. Special permission from the corporate office was finally obtained in March of 2008 allowing director of purchasing of InterContinental Chicago to order from environmentally friendly vendors located in Chicago area. Local vendors are always preferred over those that are not located in

Chicago due to the shorter response time for delivery and less air pollution caused by car and truck engines used to deliver orders.

To better control distribution and paper usage General Storeroom has been allocated as a central location for all copy paper within the hotel. All departments requisition copy paper from General Storeroom. Purchasing department then distributes the paper according to the requisitions. Copy paper 8-1/2'' x 11'' product labeled with FSC Mixed Sources has been produced with fiber from FSC certified and well managed forests with 30% recycled post-consumer fibers. If at any time that these products, with the required minimum post-consumer requirements, are unavailable from the current vendor Director of Purchasing allocates and orders comparable copy paper from a different source.

Stationary and Writing materials

InterContinental Chicago has partnered with Print King, Inc and Chicago City Graphics to ensure that all items printed through this partnership meet strict EPA standards.

Purchases of products with VOC off-gassing potential should be evaluated and lower VOC products purchased where available.

To ensure the lowest possible off-gassing the hotel purchases only products with VOC content that is within the parameters set by Green Seal Council. Engineering Department is responsible for the purchase of all paint products. Purchasing Department is responsible for ordering all cleaning products.

Vendor preferences

InterContinental Chicago honors longstanding relationships with reliable vendors and the vendors provided by the hotel group that charge fair prices for quality products. Hotel partners with those environmentally friendly vendors who deliver products in environmentally safe packaging and whose products are in compliance with the latest Green Seal certification guidelines.

Conclusion

Based on the results and answers recorded under the Checklist section, it is important to note that InterContinental Chicago is in compliance with all major certification requirements set by Green Seal Council. At InterContinental Chicago, environmentally friendly initiatives are fully supported and encouraged by GREAT Team as well as by Executive Committee of the hotel. Representatives participating in GREAT meetings are fully committed to finding new and more efficient ways to save energy, prevent waste and protect the environment. Their passion reflects in all policies and procedures that were amended over the course of the last 18 months since the hotel originally begun the certification process.

Although some initial purchases (eg. CFL bulbs or energy efficient windows) did not prove to be the best short term investments for the hotel, the InterContinental Chicago has saved over \$1.5 million or 3.2% of its spending over the past 18 months by purchasing Green Seal approved products. Hotel will continue to make smart choices and consult with Green Seal Council about purchasing latest environmentally friendly products. Due to its latest financial accomplishments and achieved awards, InterContinental Chicago now serves as the model hotel for InterContinental Hotels Group. Some of the vendors that partnered with InterContinental Chicago during the

certification process have now become approved corporate vendors for all hotels in the entire North America region of the company.

InterContinental Chicago is one of the two hotels that have achieved the Silver Level of Green Seal certification process. The goal for the upcoming year is to make all the necessary corrections in order to be eligible for receiving Gold Level certification. As there are only handful of hotels in North America and none in Chicago area that have won this prestigious award, this accomplishment would be that much more significant knowing that the hotel would be automatically placed on the short list of the “green” hotels in the United States. The goal is ambitious but the management and GREAT Team members already have a plan in place to get to the positive end result.

Recommendations

By achieving the Silver Level of the Green Seal, InterContinental Chicago has already made some important steps towards the final certification. According to the feedback from Green Seal Council there are still some minor improvements to be made before the hotel reaches the Gold Level status. This section of the paper will not focus on Green Seal Council’s recommendations and feedback received after the Silver level certification. However, it will touch upon the areas of opportunity that I identified as easy to enhance in order to continue to enjoy the overall success that hotel had in the previous years.

Public Relations

With being so far ahead of its competition in regards to Green Seal certification process, the hotel can capitalize much better on the Public Relations opportunities associated with the environmentally friendly hotels. The GREAT Team has come up with

“green” tips for the guests of the hotel that guests seem to enjoy reading in their rooms. Our Culinary team has created a “green” menu for groups meeting in the hotel to choose from. Engineering department announces monthly saving results that could be of interest to individuals passionate about hotel industry and environment. All these initiatives that the hotel is currently working on deserve more exposure in the local and industry media channels.

Sales and Marketing Opportunities

Major corporations are nowadays more and more concerned with the environment and their impact on our nature. With that said, corporate meeting planners often select sites of their future meetings based on the commitment that candidate sites show towards improving the environment. Because of all certification requirements and improvements that hotel went through in the past 18 months, sales and marketing managers of InterContinental Chicago are in an excellent position to identify these meeting planners and sign long term contracts with them. With the current downturn in economy that is affecting the entire industry, It would be very effective if sales managers identify potential customers soon and get in touch with them because every piece of business and new relationship with meeting planners counts significantly.

Reservations

Packages became an industry trend few years ago. Whether they include flights, hotels or rent-a-car agencies they are very popular among travelers due to the discounts they provide. Hotel packages work the same way. They usually consist of room accommodation, food and beverage credit and/or some sightseeing options carefully selected by the hotel’s concierge team. All these benefits are then combined in one

package rate and offered on hotel's website or through its reservations system. "Green" package can be easily created and advertised considering that hotel's restaurant already offers "green" menu and that concierge team has established partnerships with different bike companies around town to offer bike tours of Chicago. It would be rather effective if InterContinental Chicago creates a similar package and promotes it locally as well through the hotel's web site and reservation system. With packages accounting for almost 7% of all room nights at InterContinental Chicago, this would be a natural move for the hotel to make.

Front Office

The first interaction with a guest can make a gigantic influence on any guests' stay. If an agent is perceived by the guest upon check in as friendly, efficient, professional, informative and assisting, that guest is most likely to go to his/her room impressed by the service in the hotel. An area of opportunity for the hotel is for agents at the front desk to incorporate most important facts and figures about the green initiatives implemented within the hotel to their regular verbiage that they use during the check in process. By doing so, they would not only raise an awareness among the hotel's guest about green initiatives but they would also let the guests of InterContinental Chicago know how committed their hotel is to do everything in its power to preserve the environment and allow future generations to enjoy the nature the same way that the current generation is enjoying right now.

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Appendix A

GREEN SEAL CERTIFICATION CHECKLIST

Standard Number: GS-33
Standard Title: Lodging Properties

REQUIREMENTS	Y	N	N A	NOTES
1.0 Organization				
1.1 Have the property provide information on the property including: Year of property construction Year of most recent renovation (if any) Property size (square feet) Number of floors Number of guest rooms Type(s) of guest rooms/number of each type Number of staff Other property-specific information				
2.0 Regulatory Compliance				
2.1 Have the property provide a statement that it has not violated any applicable environmental regulations in the past 12 months.				
2.2 Have the property identify the environmental compliance personnel and/or provide description of environmental compliance program.				
3.0 Property Specific Environmental Requirements				
3.1 Waste Minimization, Reuse and Recycling				
3.1.1.a Property shall establish or maintain recycling programs for the common areas (e.g., near vending machines, near elevators, in the lobby, inside or outside of conference rooms, etc.) and administrative areas (e.g., front desk, back of house, etc.) of the property for materials that are cost-effective locally. Materials may include, but are not limited to, aluminum, plastic, cardboard, steel, glass, newspaper, mixed paper, batteries, packaging, inkjet and toner cartridges, and fluorescent light bulbs. Program components shall be clearly labeled for both guests and staff.				

REQUIREMENTS	Y	N	N A	NOTES
3.1.1.b Property shall also establish or maintain recycling and/or composting programs for food waste and yard waste where cost-effective locally. Program components shall be clearly labeled for both guests and staff.				
3.1.2 Property shall use refillable amenity dispensers rather than individual containers for shampoo, conditioner, soap, lotion, etc. where possible <u>OR</u> demonstrate that chosen individual products are the smallest practical size for guest length of stay and minimally packaged in recycled and/or recyclable materials. Used amenities are collected for donation to charity or recycling where practicable.				
3.1.3 Default setting for copying shall be double-sided; paper printed on one side shall be used for internal copies/printouts/notepads.				
3.1.4 The property shall make efforts to purchase products in bulk and avoid single-use type products. In particular, efforts should be made to use highly concentrated cleaning products dispensed through portion control equipment, and to substitute reusable pump sprays for aerosol cans. Aerosol cans, where still in use on the property, should be recycled if the community accepts aerosol cans for recycling.				
<u>Where Applicable:</u>				
3.1.5 Property shall donate leftover food to a local shelter or food bank where programs are available and where permitted by local regulatory agencies.				
3.1.6 Property shall minimize the use of disposable food service items (e.g., hot/cold cups, glasses, cutlery, and plates) in food and beverage operations and in guest rooms. Plastic or paper cups are permitted in guest room bathrooms due to the risk of breakage.				
3.2 Energy Efficiency, Conservation and Management				

REQUIREMENTS	Y	N	N A	NOTES
<p>3.2.1 If the following equipment currently in use is not energy-efficient, when the equipment is replaced, energy-efficient equipment (as defined in section 2.4) shall be specified and purchased.</p> <p><u>Office and Room Equipment:</u> fax machines, copiers, printers, computers, monitors, televisions, video cassette players/recorders</p> <p><u>HVAC Equipment:</u> chillers, packaged terminal air conditioners, central air conditioners, central heat pumps, split ductless heat pumps, geothermal heat pumps, water heaters</p> <p><u>Where Applicable:</u></p> <p><u>Kitchen Equipment:</u> freezers, refrigerators, cook tops, ovens, and dishwashers.</p> <p><u>Laundry Equipment:</u> boilers, washers, dryers, extractors</p>				
<p>3.2.2 Indoor lighting shall be energy-efficient OR on a schedule for replacement with energy-efficient lighting. The first lights replaced shall include lights typically on for 24 hours (e.g., hallways, exit signs, lobby lights, etc.), followed by lights typically on for 8+ hours (e.g., restrooms, staff offices, meeting rooms, etc.). All indoor lights not currently energy-efficient shall be part of a 5-year replacement schedule. Lighting fixtures that are clearly historic in nature or specialty light fixtures (e.g., display or accent lighting) may be exempt from this requirement if compatible options are not available.</p>				
<p>3.2.3 Property shall have the building HVAC systems, in-room units, and kitchen and laundry appliances (facility and guest room) on a regular preventative maintenance schedule, including filter cleaning/changing, leak checks, clearing air vent and intake obstructions, etc.</p>				
<p>3.2.4 Property shall purchase energy-efficient windows as windows are replaced. Existing windows shall have window films, where climate and orientation indicate that significant energy savings will result.</p>				

REQUIREMENTS	Y	N	N A	NOTES
3.2.5 Programmable on/off timers and/or sensors shall be used for lighting and HVAC in low traffic and low occupancy areas (e.g., back of the house, corridors, meeting rooms, storage rooms, equipment rooms).				
3.2.6 Indoor Air Quality requirements [reserved]				
3.3 Management of Fresh Water Resources				
3.3.1 At a minimum, properties shall use the following water conserving fixtures or retrofits: 2.2 gpm faucets and aerators; 1.6 gpf toilets; 2.5 gpm showerheads. Any existing showerheads, faucets, and aerators that exceed these flow rates shall be on a schedule for replacement within 2 years. Toilets shall be replaced in conjunction with major room renovations. Higher flow toilets may be exempt from the flow rate requirement if the plumbing infrastructure will not adequately function with lower flow rates.				
3.3.2 For exterior plantings, property shall use plants and trees tolerant of climate, soils and natural water availability. Landscape shall be watered where necessary in the early morning or at night to minimize evaporation, soaker hoses used for plant beds, and plant beds mulched to retain water. Grasses used that require irrigation shall be limited to areas where guest activities take place.				
3.3.3 Property shall demonstrate that grounds keeping procedures specify that sidewalks, drives, parking lots, etc. are to be swept instead of washed down with potable water, or washed down with gray water.				
3.3.4 Where cost-effective, property shall offer towel and/or linen reuse option to multiple night guests.				
<u>Where Applicable:</u>				
3.3.5 Property shall ensure that clothes washers, dryers, and dishwashers are filled to recommended capacity for each cycle and that the coolest effective water temperature is used.				
3.4 Waste Water Management				

REQUIREMENTS	Y	N	N A	NOTES
3.4.1 Property shall demonstrate that chlorinated chemicals are used only where there is no less toxic alternative, and only in minimal amounts.				
3.4.2 Property shall use automatic dishwashing detergent that is biodegradable, does not contain NTA (nitrilotriacetic acid), and does not contain chlorine bleach.				
3.4.3 Property shall use non-phosphate, nontoxic, biodegradable, concentrated liquid or powder laundry detergents.				
3.4.4 Property shall use non-phosphate, nontoxic, biodegradable, concentrated liquid or powder cleaning products.				
3.4.5 Property shall seek out and explore the use of organic insecticides, fertilizers and biocides and/or integrated pest management (IPM) techniques.				
3.5 Hazardous Substances				
3.5.1 Property shall seek to replace hazardous substances with less hazardous alternatives (e.g., cleaning supplies, detergents, adhesives, paints, pesticides, etc.). Purchases of hazardous materials will be based on accurate records of the current product inventory to avoid over-purchases and unnecessary storage.				
3.5.2 All chemical storage and mixing areas for housekeeping products shall allow for adequate and secure product storage with water in the space for mixing concentrated chemicals, have drains plumbed for the appropriate disposal of liquid waste products, and be equipped with access to fresh air (e.g., outside venting or air filtration unit).				
3.5.3 Drums and storage containers/areas located on the property shall be clearly marked, use spill containment measures to collect spills/drips/leaching of chemicals, and shall be checked regularly for leaks and replaced as necessary.				

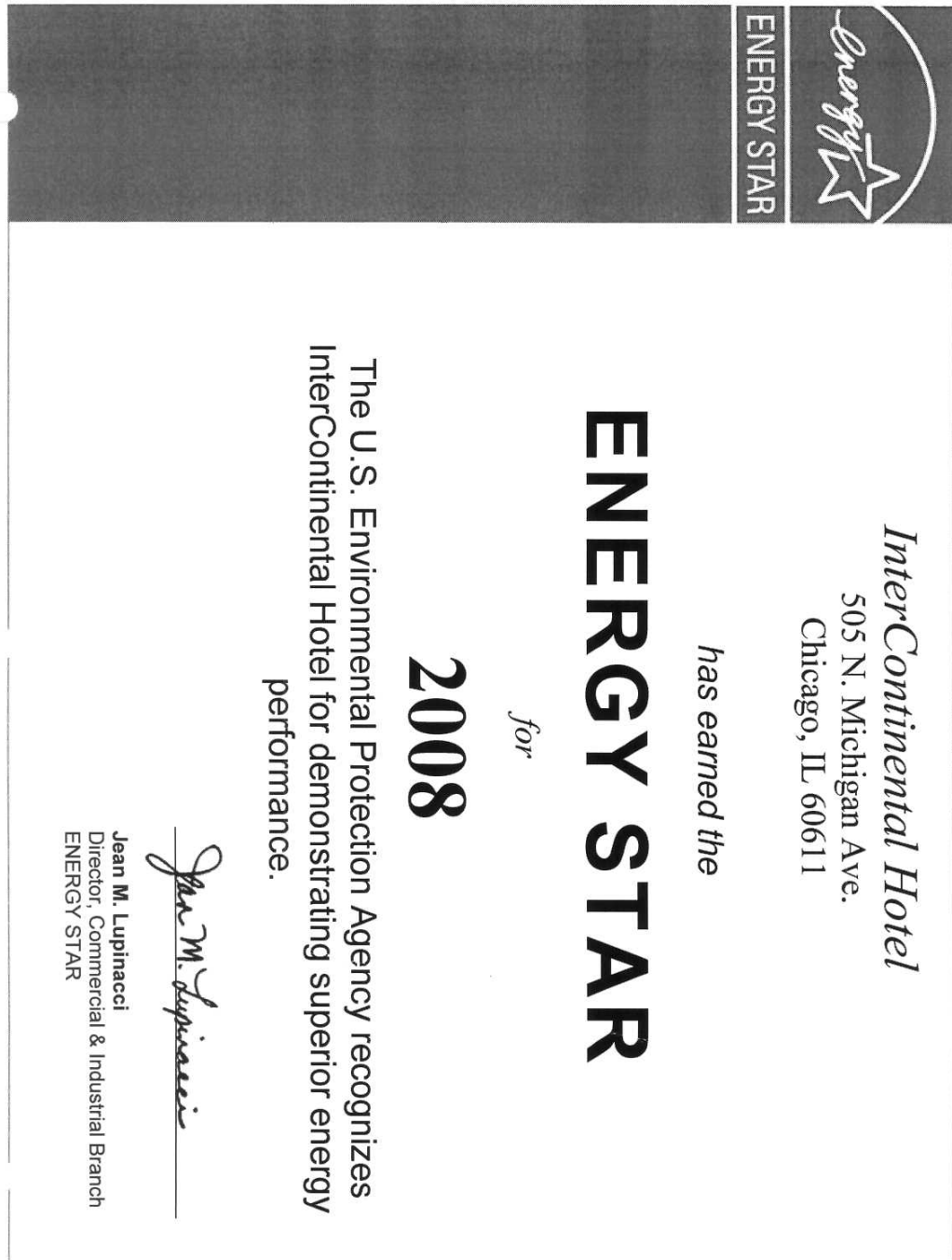
REQUIREMENTS		Y	N	N A	NOTES
3.5.4 Architectural paint purchased for use on the property shall not contain the following heavy metals or toxic organic substances:					
Heavy Metals	Toxic Organic Substances				
antimony	acrolein				
cadmium	acrylonitrile				
hexavalent	benzene				
chromium	1,2-dichlorobenzene				
lead	ethylbenzene				
mercury	formaldehyde				
	isophorone				
	methylene chloride				
	methyl ethyl ketone				
	methyl isobutyl ketone				
	naphthalene				
	phthalate esters				
	toluene (methylbenzene)				
	1,1,1-trichloroethane				
	vinyl chloride				
An exception may be made for limited-use architectural paints used in historic areas or high-abuse areas if compliant options are not available.					
3.6 Environmentally and Socially Sensitive Purchasing Policy					

REQUIREMENTS	Y	N	N A	NOTES
<p>3.6.1 The property shall establish an environmental purchasing policy, which shall include the following elements (or equivalent):</p> <p>a) Appointment of a steering committee, which includes staff responsible for overseeing the program.</p> <p>b) Development of an environmental mission and distinct purchasing targets.</p> <p>c) Incorporation of environmental preferences into purchasing documents and discussions with suppliers and vendors.</p> <p>d) Consider the life-cycle costs of buying environmentally responsible products and services. Information from all available sources shall be used, including manufacturer information and third-party certifications.</p> <p>e) The purchase and testing of potential environmentally responsible products and services.</p> <p>f) Regular evaluation and modification, if necessary, of the environmental purchasing policy to help ensure maximum benefits.</p>				
<p>3.6.2 Property shall use printing and writing papers (e.g., letterhead, stationary, copy paper, envelopes invoices, business forms, etc.) that contain a minimum of 30% postconsumer recycled content (PRC) OR tree-free fiber content; coated paper shall contain a minimum of 10% postconsumer recycled content OR tree-free fiber content. Corporate and franchise papers may be exempted from these minimum postconsumer recycled content requirements if they are not offered by the preferred vendor(s).</p>				
<p>3.6.3 Consumable paper products shall be made from recycled fibers, with the following minimum postconsumer content:</p> <p>Toilet Tissue: 20%</p> <p>Facial Tissue: 10%</p> <p>Napkins and Paper Towels: 40%</p>				
<p>3.6.4 Durable goods shall be of sufficient quality to allow reuse, refinishing and/or reupholstering in conjunction with remodeling/upgrading or refurbishing.</p>				

REQUIREMENTS	Y	N	N A	NOTES
<p>3.6.5 Purchases of products with VOC off-gassing potential shall be evaluated and lower VOC products purchased where available. The VOC content shall not exceed:</p> <p><u>Paints:</u> Interior Flat 50 g/l; Interior Non-Flat 150 g/l; Exterior Flat 100 g/l; Exterior Non-Flat 200 g/l; Anti-Corrosive All Finishes 250 g/l.</p> <p><u>General Purpose Cleaning Products:</u> less than 10% VOCs by weight.</p> <p>Additional products that shall be considered include other building materials, rugs and carpets, furniture and furnishings, laminated products, adhesives, sealants, caulking compounds, and office supplies. An exception may be made for limited-use architectural paints used in historic areas or high-abuse areas if compliant options are not available.</p>				
<p>3.6.6 Preference shall be given to product suppliers who provide and take back reusable packaging and shipping pallets. Packaging that is not reusable shall be minimal and recyclable.</p>				
<p>3.6.7 Preference shall be given to environmentally responsible service suppliers (e.g., alternative fuel taxis, bicycle rentals, landscaping service, etc.).</p>				
<p>4.0 Labeling Requirements</p>				
<p>4.1 Wherever the certification mark appears on the property or in promotional materials, the material must contain a description of the basis for certification, as required by the Standard. Any changes in the certification basis description of the Green Seal certified Mark must be approved in writing by Green Seal.</p>				

Appendix B

Energy Star Award for 2008



Appendix C

Purchasing Guidelines

Guidelines:

I. Waste Minimization, Reuse and Recycling policy with suppliers

Whenever possible, the use of equipment and products that are recyclable, made of recycled content, and/or reduce waste should be maximized. These products should be purchased whenever such alternatives exist, performance is not compromised, and an increase in price does not exceed 20%. We will make our supplier aware of waste minimization goals established by the Intercontinental Chicago hotel.

II. Purchasing Products in Bulk

The Purchasing Department will maintain an ongoing review of all products purchased and work with vendors to replace individually wrapped, high waste items for bulk packaging whenever possible.

III. Targets for Recycled Content of Purchase Product

We shall purchase printed and writing materials that contain a minimum of 30% PCW or tree fiber content. In July 2007, the InterContinental Hotel & Resorts Purchasing Team worked in close coordination with AS Hospitality to create stationery and print program to meet the new InterContinental brand identity guidelines including but not limited to business cards, letterhead, sales folders, notepads, folio paper, and key packs.

Consumable paper products (facial and toilet tissue) will contain the EPA minimum standard.

IV. Durable Goods

Furniture and other durable goods purchased shall be of a quality high enough to merit reupholstering.

V. Paint, Cleaning Products and others

Paint products will be purchased that do not contain heavy metals or toxic organic substances.

Cleaning products will be sourced that are non-phosphate, non-toxic, and biodegradable.

VI. Energy Saving Purchasing Efforts

If the current equipment is not energy-efficient, when the time approaches for the equipment to be replaced, energy efficient equipment will be sources and purchased.

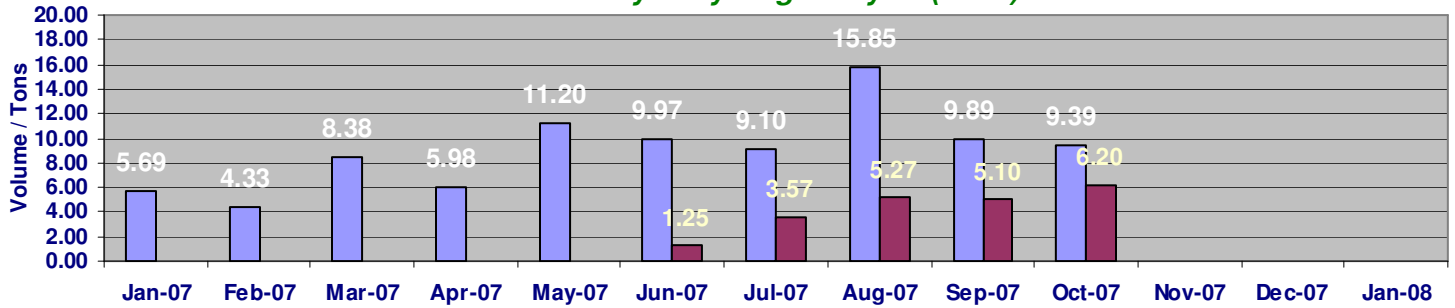
VII. Vendor preference

We honor longstanding relationships with reliable vendors and the vendors provided by the hotel buying group who charge fair prices for quality products. For vendors who show their commitment to environmental stewardship through their willingness to deliver products in environmentally safe packaging and for collecting that packaging upon its being emptied, will be offered consideration based on the information outlined coupled with an ability to provide needed products at similar, fair prices.

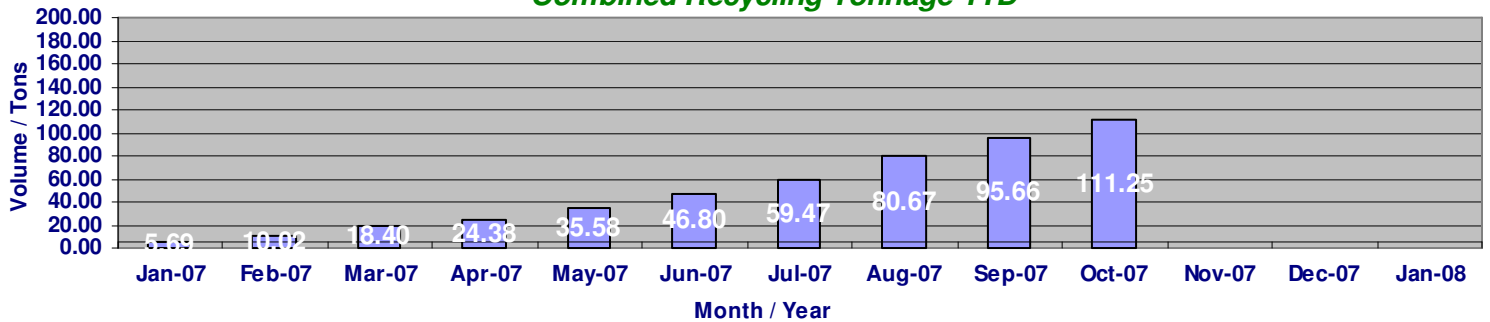
Appendix D

InterContinental Hotel Monthly *Recycling* Report

Monthly Recycling Analysis (Tons)



Combined Recycling Tonnage YTD



Summary October 07

Volume by Commodity:

Fiber Tons: 9.39
38,518

Commingled: 6.20 Tons

Total: 15.59 Tons

Dollars Saved by Recycling: \$733.00

Environmental Impact: Trees Saved – 160, Oil Saved – 3,568gals

Kilowatt Hrs Elect. Saved –

Gallons Water Saved – 65,730

Cubic Yards Not Land filled: 20Yds

Average Grade Recyclable 100% Contaminates 0%



