A Business Case for Sustainability
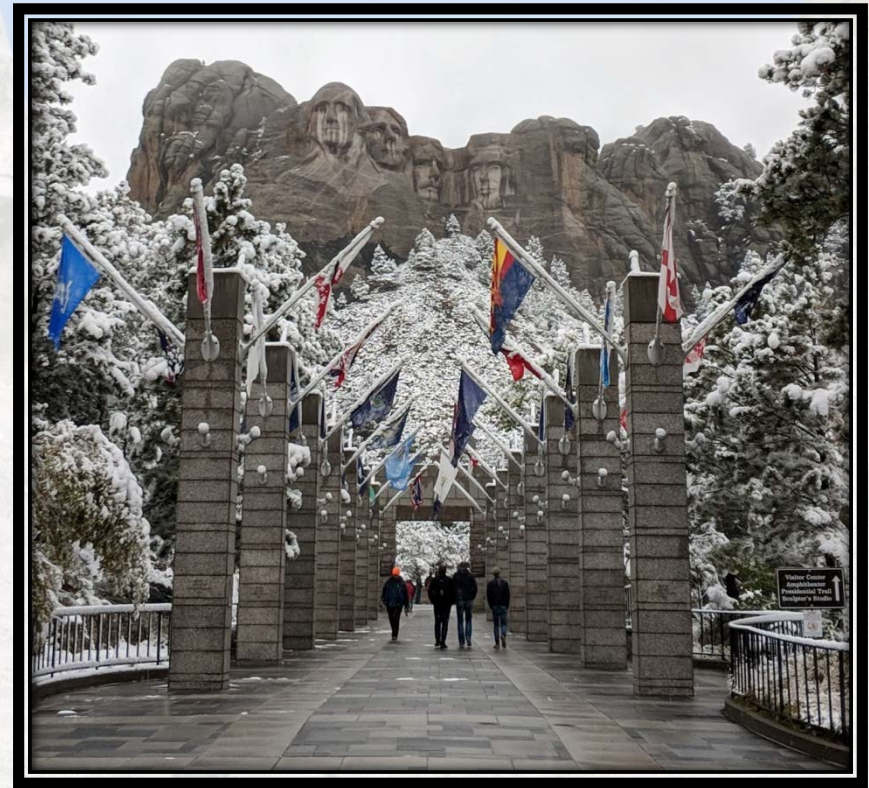
Kevin Crosby
Sept. 29, 2018

Case Study:
Xanterra at Mt. Rushmore

Xanterra
TRAVEL COLLECTION

Outline

- Introduction

- Sustainability

- Sustainable Enterprise
  - Who? What?
    Why?   How?

- Xanterra
  - Framework
  - Progress
  - Strategies

Sustainability Defined

– "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

– UN Bruntland Commission

– "staying in business forever."

- Auden Schendler, Getting Green Done, p. 26

economic

environment

sustainable development

social

Sustainable Businesses

- **GlobeScan-SustainAbility Survey:**
  1. Unilever
  2. Patagonia
  3. Interface
  4. IKEA
  5. Marks & Spencer
- **Enso World Value Index:**
  1. St. Jude Children's Research Hospital
  2. Red Cross
  3. Salvation Army
  7. Amazon

- **Corporate Knights (Forbes) Sustainability Ranking:**
  1. Dassault Systemes
  2. Neste
  3. Valeo
  4. Ucb
  7. Cisco Systems
- **Fortune Change the World:**
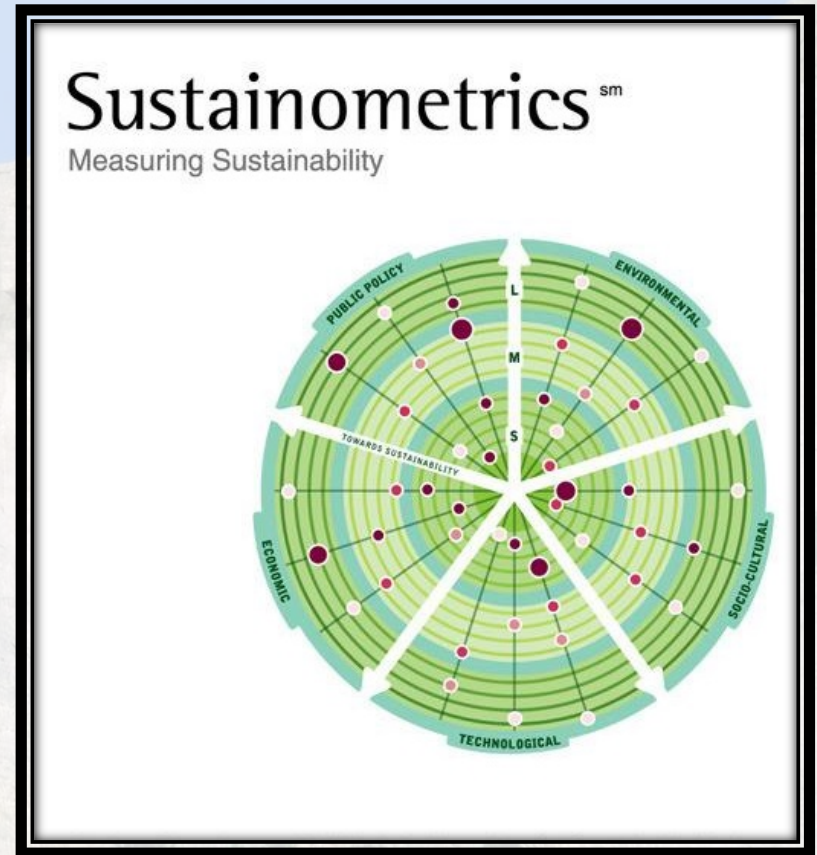 1. Reliance Jio
  2. Merck
  3. Bank of America
  4. Inditex
  5. Alibaba Group

Goals & Measurement

<u>Metrics</u>

- Greenhouse Gas Emissions
  - Carbon Productivity
  - Scope 1, 2, 3
- Fuel use
- Waste Diversion
- Environmental Compliance
- Employee Wellbeing
- Wage Ratio

Sustainometrics℠
Measuring Sustainability

Motivations

- Environmental compliance
- Cost avoidance
- Customer demand
- Risk avoidance
- Employee retention & recruitment
- Marketing/publicity
- New markets
- Because it is the right thing to do!

Methods

- **Alternative Energy**
- Alternative Transportation
- Biodiversity and Land Conservation
- **Certification**: Organic, Sustainable Forestry, Sustainable Fishing, Fair Trade
- Carbon Offsets
- Consumer Messaging & Labeling
- Emissions Measurement, Reduction, & Trading
- Employee Engagement
- **Energy Efficiency**
- Green Building
- Green Manufacturing

- **Green Product Design**
- Product Stewardship
- Public Policy Leadership
- Recycling & Resource Conservation
- Safer Alternatives to Toxics
- Supply Chain Accountability/Ethical Sourcing
- Sustainability Reporting
- Sustainable/Green Investing
- Sustainable Packaging and Shipping/Logistics
- **Waste Management**
- **Water Management**
- Workplace Transformation

Green Business: 50 Green, Profitable Companies
Reveal their Strateies & Successes, 2008

The Xanterra Collection

YELLOWSTONE
NATIONAL PARK LODGES

GRAND CANYON
NATIONAL PARK LODGES

CRATER LAKE
NATIONAL PARK LODGES

MOUNT RUSHMORE
NATIONAL MEMORIAL

ROCKY MOUNTAIN
NATIONAL PARK

ZION
NATIONAL PARK LODGE

GLACIER
NATIONAL PARK LODGES

WINDSTAR
CRUISES

CEDAR CREEK LODGE
Legendary Hospitality by Xanterra

THE GRAND HOTEL
at The Grand Canyon

THE OASIS
AT DEATH VALLEY

COUNTRY WALKERS
CW

VBT
Bicycling and Walking Vacations

HOLIDAY HV VACATIONS

GRAND CANYON
Railway & Hotel
EST. 1901

Xanterra® Sustainability

- "Our commitment to sustainable business leadership is established on the belief we are living in a world where natural resource constraints and the effects of climate change are real…"

- "…We believe that increasing the sustainability of natural systems is not just good business-it's the right thing to do."

US National Park Service
Mission Statement

"The National Park Service preserves unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. …"
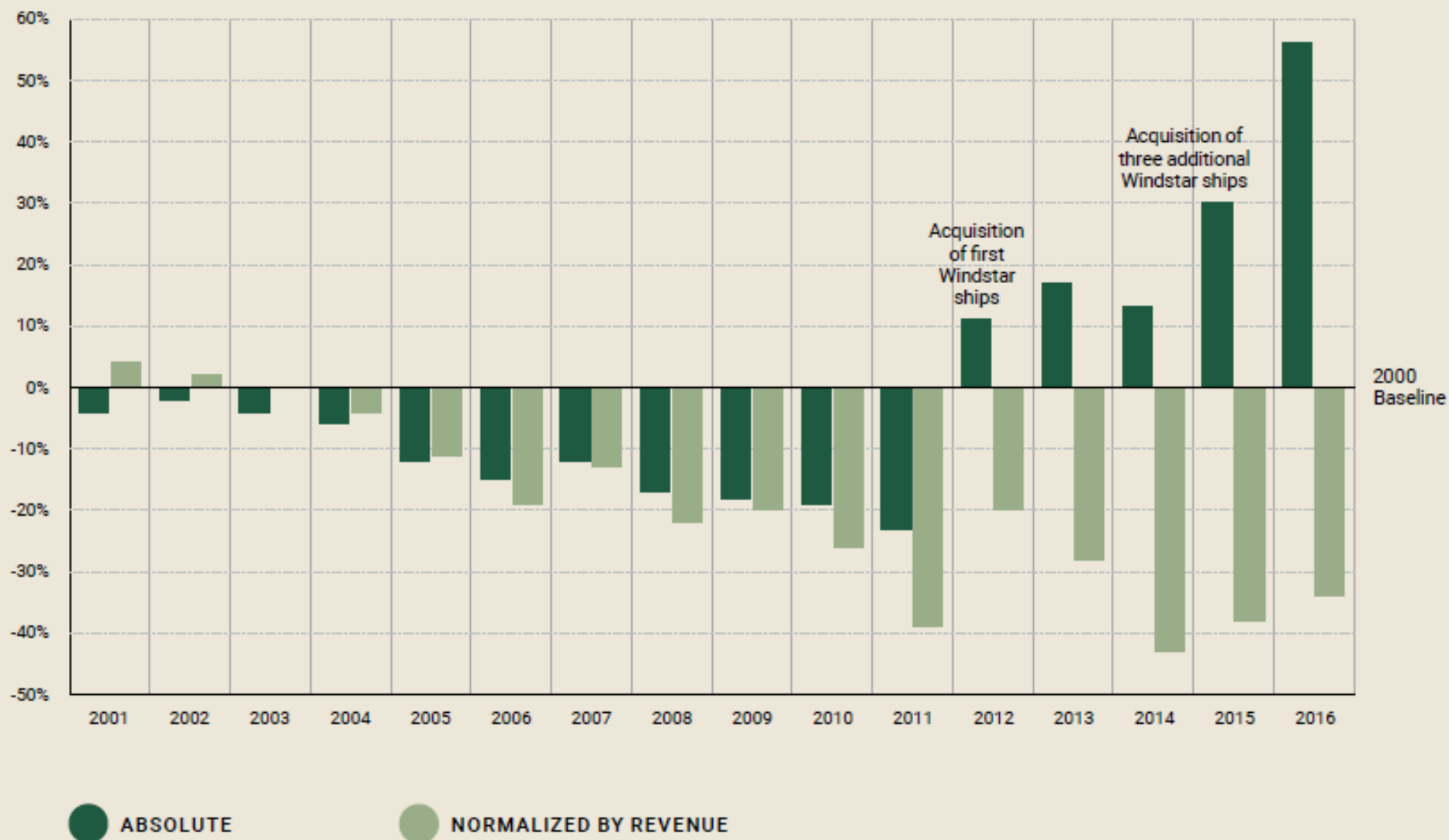
The Next 10:
Our 2025 Corporate Goals

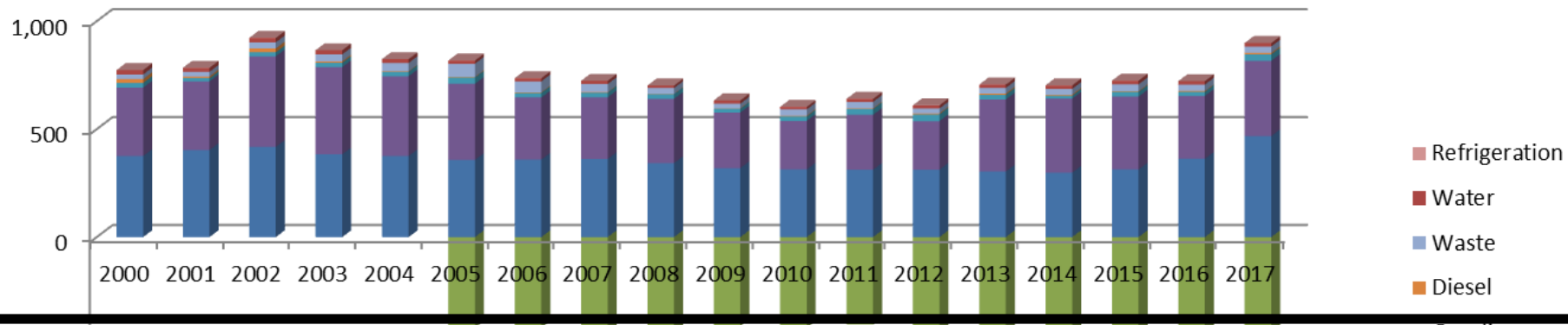|	
5%	less energy used annually
5%	less water used annually
25%	of assets certified landfill-free
80%	waste diversion attained at noncertified assets
50%	reduction in CO_2 emissions
70%	sustainable cuisine
93%	(weighted) overall guest satisfaction

Based on a 2014 baseline

www.xanterra.com/sustainability/

FIGURE 3 **CO$_2$ Emissions Reduction**
Unit: Percent reduction since 2000

Acquisition of three additional Windstar ships

Acquisition of first Windstar ships

2000 Baseline

● ABSOLUTE   ● NORMALIZED BY REVENUE

Mount Rushmore GHG Emissions
15 year summary - with Offsets

Legend:
- Refrigeration
- Water
- Waste
- Diesel
- Gasoline

Mount Rushmore GHG Emissions
15 year summary - with Offsets - Normalized by Revenue

Legend:
- Refrigeration
- Water
- Waste
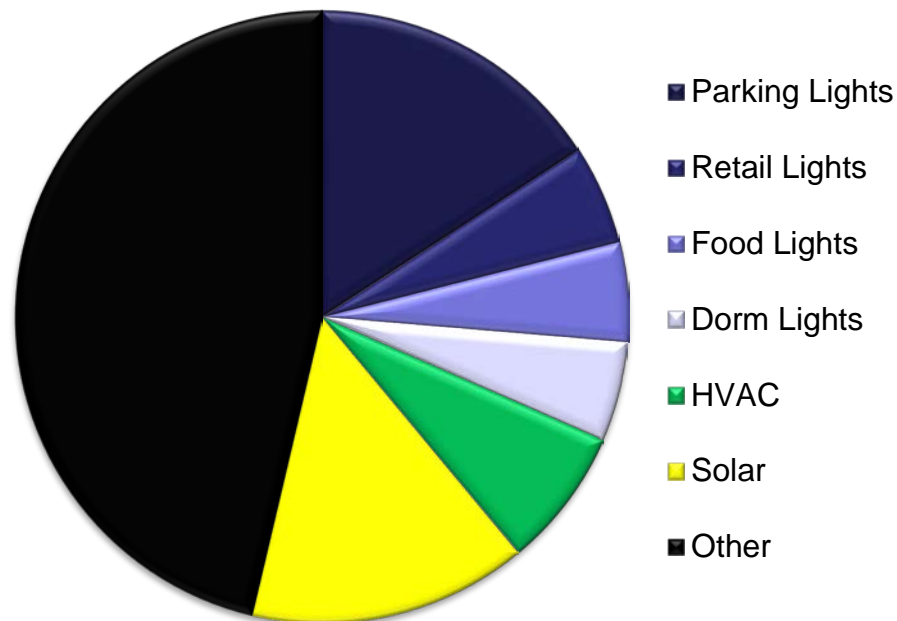- Diesel
- Gasoline
- Propane
- RECs/Offsets
- Electricity
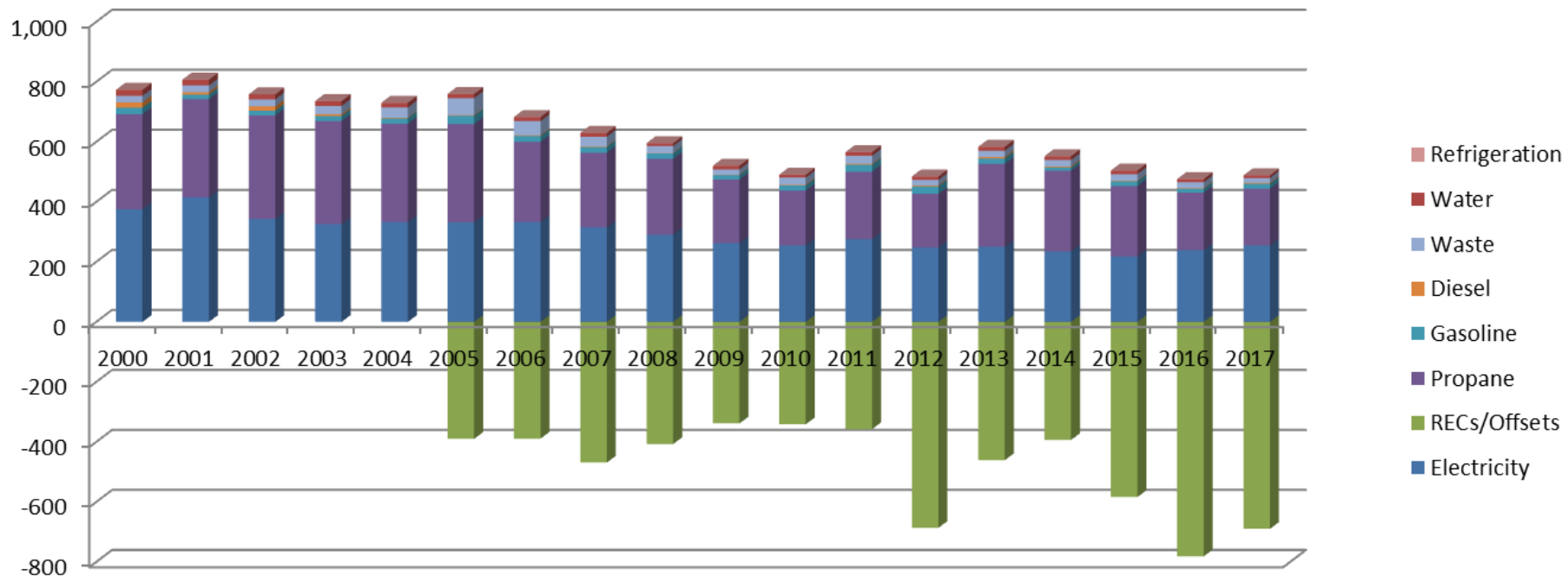
GHG Reduction Projects

Project – MTCO$_2$e

- HVAC - 100
- Lighting – *300*
- Solar – 140
- Idle Reduction – *150*
- Guest Opt-In – *2,500*
- EV Charging
- Tire Inflation
- Communication

Legend:
- Parking Lights
- Retail Lights
- Food Lights
- Dorm Lights
- HVAC
- Solar
- Other

Questions?

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Thank you.

Xanterra®
Sustainability

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