THE ALPINA GSTAAD

Sustainability Policy

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Applies to: The Alpina Gstaad
Review Cycle: Annual
Approved by: GM

1. PURPOSE

This Sustainability Policy establishes the mandatory governance framework through which The Alpina manages, controls, and verifies sustainability performance across the hotel.

Sustainability within The Alpina is defined through three interdependent pillars:

- Environmental performance
- Social responsibility
- Economic performance

These pillars shall be managed simultaneously and in balance. No operational decision shall improve one pillar in a manner that creates a negative impact on another, as such imbalance results in operational inefficiency, financial exposure, and reputational risk.

This policy is implemented in response to a consistent operational condition observed in the property environment: sustainability performance does not fail due to a lack of infrastructure or technical capability, but due to inconsistent operational control, the absence of structured monitoring, and a lack of enforced accountability.

The purpose of this policy is to:

- Establish enforceable operational requirements across the property
- Ensure performance is measurable, comparable, and verifiable
- Eliminate variability across the departments
- Protect financial performance and operational efficiency
- Support certification of the hotel as a sustainable product
- Ensure that all sustainability-related communication is accurate, evidence-based, and compliant

Sustainability is a mandatory component of operational management and corporate governance.

The General Manager is accountable for ensuring that this purpose is achieved at property level.

2. SCOPE

This policy applies to The Alpina Hotel operating in Switzerland and extends to all operational departments, support functions, employees, contractors, and relevant suppliers. This policy excludes Apartments operations, as they do not form part of the hotel's operational scope.

It governs all activities that influence sustainability performance, including:

- Energy consumption
- Water usage
- Waste generation and management
- Procurement and supply chain decisions
- Operational behaviour impacting resource use
- Sustainability-related communication and claims
- Social initiatives

The scope of this policy is comprehensive and includes all operational activities that have a direct or indirect impact on environmental performance, cost structure, compliance obligations, and stakeholder perception.

The property shall implement this policy through documented Operational Manuals (OMs) that reflect the operational characteristics of the site while remaining fully aligned with the requirements of this policy.

The General Manager is accountable for ensuring that the full scope of this policy is implemented and that no relevant operational area is excluded.

3. POLICY STATUS

This document is a binding corporate directive and forms part of the governance framework of The Alpina Hotel.

The property shall:

- Implement all requirements defined in this policy
- Translate these requirements into OMs
- Ensure that procedures are applied consistently in daily operations
- Maintain evidence demonstrating implementation

If any requirement defined in this policy is not:

- Documented within an OM
- Implemented in operational practice
- Verified through monitoring or audit

it shall be considered non-compliant.

There is no discretionary interpretation of this policy.
Operational flexibility may exist within OMs, but policy requirements shall not be modified or disregarded. The General Manager is accountable for ensuring full compliance with this policy.

4. GOVERNANCE PRINCIPLES

The property shall operate under a harmonised governance model, ensuring that performance is consistent. Variations in building design, operational complexity, or location shall be addressed through OMs, but shall not result in deviation from policy requirements.

Sustainability shall be managed through a closed control system, consisting of:

- Defined Operational Manuals (OMs)
- Structured monitoring of performance
- Independent verification through audit

Where any of these elements are absent, governance is incomplete and operational control cannot be ensured.

1. Standards without monitoring result in inconsistent application.
2. Monitoring without verification results in unreliable performance.
3. Verification without defined standards results in a subjective assessment.

The property shall ensure that all three elements are implemented and function effectively.

The General Manager is accountable for ensuring that governance principles are applied consistently and that sustainability is managed as a controlled operational system.

Failure to implement and maintain this governance principles shall be treated as a failure of operational control.

5. GOVERNANCE AND ACCOUNTABILITY

The property shall establish a formal accountability structure for sustainability performance, ensuring that responsibilities are clearly assigned, documented, and operationally active.

The Management is responsible for defining policy requirements, establishing oversight, and ensuring that monitoring and audit processes are implemented consistently across the property.

At property level, responsibility shall be assigned across key operational areas, including energy, water, waste, procurement, and operational behaviour. These responsibilities shall be clearly defined and shall form part of management roles and performance expectations.

Diffuse or shared responsibility without clear ownership shall be considered a structural failure and shall be corrected.

The General Manager is accountable for:

- Implementation of this policy
- Operational performance across all sustainability areas
- Compliance with legal and regulatory requirements
- Closure of audit findings and corrective actions

Department heads are responsible for ensuring that operational practices within their areas comply with policy requirements and do not contribute to uncontrolled resource use or operational inefficiency.

The Chief Engineer is responsible for technical system performance and operational conditions.

The Financial Controller is responsible for ensuring the accuracy and integrity of performance data.

The Procurement or Purchasing function is responsible for ensuring that supply chain decisions align with policy requirements.

The property shall formalise these responsibilities within OMs and organisational structures.

Internal audit shall verify both operational performance and the effectiveness of the accountability structure.

Failure to assign or enforce accountability shall be treated as a failure of governance.

6. OPERATIONAL CONTROL REQUIREMENTS

The property shall establish and maintain documented OMs covering all operational areas that influence sustainability performance. These OMs shall define operational standards, roles and responsibilities, monitoring processes, and corrective actions.

Energy consumption shall be managed as a controlled operational parameter. Consumption shall be monitored in relation to occupancy and activity, and deviations shall be investigated as management issues requiring corrective action.

Temperature shall be maintained within defined parameters and shall not be adjusted individually without approval.

Water consumption shall be managed as both a resource and an energy driver. Usage shall be monitored, and deviations shall be investigated to prevent unnecessary cost and system load.

Kitchen operations shall be controlled to ensure that equipment use aligns with service demand. Idle operation and unnecessary runtime shall be eliminated through defined procedures.

Waste shall be managed as a controlled cost and compliance variable. A designated Waste Performance Owner shall be responsible for monitoring and controlling waste performance.

Airflow and building operation shall be managed to maintain system efficiency. Operational behaviour shall align with building design to prevent unnecessary energy loss.

Procurement shall be managed to support sustainability performance. Locally sourced products and services shall be prioritised where operationally feasible, and supplier selection shall consider environmental, operational, and economic factors.

The Chief Engineer is responsible for technical system performance.
Department heads are responsible for operational compliance.

The General Manager is accountable for ensuring that all operational controls are implemented and effective.

All operational controls shall be implemented through OMs, monitored through performance review processes, and verified through internal audit.

Failure to implement, monitor, or verify operational controls shall be treated as non-compliance.

7. MONITORING AND PERFORMANCE CONTROL

Monitoring within the The Alpina shall function as an active management control mechanism, not as a reporting exercise.

The presence of data does not constitute control. Control exists only where performance is reviewed, deviations are identified, and corrective actions are implemented and verified.

The property shall implement a structured and documented performance monitoring process covering, as a minimum:

- Energy consumption
- Water consumption
- Waste generation and cost
- Operational performance indicators linked to resource use

Monitoring shall be conducted at defined intervals, with a minimum requirement of monthly formal review.

This review shall:

- Compare actual performance against expected or defined baseline
- Identify deviations and trends
- Require documented explanation of variance
- Assign responsibility for investigation and corrective action
- Define timelines for resolution and follow-up verification

Performance deviations shall not be accepted as normal operational fluctuation without investigation. Any increase in consumption or cost outside defined tolerance shall be treated as a control failure requiring immediate management intervention.

The Chief Engineer is responsible for providing accurate and complete technical data.
The Financial Controller is responsible for validating cost and consumption data integrity.
Department heads are responsible for explaining operational drivers within their areas.

The General Manager is accountable for ensuring that monitoring results in action, that deviations are addressed, and that performance is actively controlled.

The property shall establish OMs defining:

- Monitoring frequency
- Performance indicators

- Variance thresholds
- Escalation procedures
- Corrective action tracking

Monitoring without corrective action constitutes non-compliance with this policy.

8. INTERNAL AUDIT AND VERIFICATION

The property shall be subject to a formal internal sustainability audit programme, conducted at defined intervals and based on recognised auditing principles, including independence, evidence-based assessment, and systematic verification.

Audits shall verify:

- Actual operational conditions on site
- Compliance with defined standards and this policy
- Implementation and effectiveness of OMs
- Accuracy and reliability of reported data
- Behavioural alignment with operational requirements

Audit activities shall include:

- Physical inspection
- Measurement verification
- Documentation review
- Staff interviews
- Cross-checking of reported data against operational reality

All audit findings shall be formally documented and classified as:

- Non-conformities
- Observations
- Opportunities for improvement

Each non-conformity shall:

- Be assigned to a responsible manager
- Include a defined corrective action
- Have a clear deadline for closure
- Be subject to follow-up verification

Failure to implement or close corrective actions within the defined timeframe shall be escalated to senior management.

The internal audit function is responsible for conducting audits with objectivity and competence. The General Manager is accountable for ensuring full cooperation during audits, implementation of corrective actions, and closure of findings.

9. LEGAL AND REGULATORY COMPLIANCE

The property shall operate in full compliance with:

- Applicable Swiss legislation
- Relevant European Union directives
- Regulatory requirements related to environmental performance, resource management, health and safety, and chemical use

Compliance is not optional and does not depend on operational convenience or cost considerations.

The property shall:

- Identify all applicable legal and regulatory obligations
- Maintain awareness of changes in legislation
- Implement controls to ensure compliance
- Maintain documentation demonstrating compliance

Compliance shall be integrated into operational procedures and verified through internal audit.

The General Manager is accountable for ensuring legal compliance at property level.
Department heads are responsible for ensuring compliance within their operational areas.
Non-compliance with legal obligations shall be treated as a critical non-conformity and escalated immediately.

10. COMMUNICATION AND STAKEHOLDER MANAGEMENT

All sustainability-related communication shall be controlled, accurate, and evidence-based.

Unverified or misleading communication creates:

- Legal exposure under consumer and environmental regulations
- Reputational damage
- Loss of credibility with stakeholders
- Certification risk

The property shall ensure that:

- All sustainability claims are supported by verifiable data
- Communication reflects actual operational performance
- No claims are made that cannot be substantiated
- Internal communication supports staff understanding of operational requirements

Public communication, including marketing materials, website content, and guest-facing information, shall align with:

- Actual performance
- Verified data
- Regulatory requirements

Internal communication shall ensure that:

- Staff understand their responsibilities
- Operational expectations are clear
- Behaviour aligns with policy requirements

The General Manager is accountable for all sustainability communication at property level.
The Marketing and Communications functions are responsible for ensuring that content is accurate and compliant.
Any misrepresentation of sustainability performance shall be treated as a serious compliance failure.

11. CERTIFICATION ALIGNMENT

The property shall operate in a manner that ensures continuous readiness for sustainability certification as a sustainable product.

Certification requires:

- Demonstrable operational control
- Consistent implementation of standards
- Availability of verifiable evidence
- Alignment between documented procedures and actual practice

The property shall:

- Maintain records demonstrating compliance with this policy
- Ensure that operational practices are implemented consistently
- Be prepared for inspection without prior notice
- Ensure that all claims and documentation are supported by evidence

Certification is not achieved through documentation alone.
It is achieved through verified operational performance.

The General Manager is accountable for certification readiness.
All department heads are responsible for compliance within their areas.

Failure to demonstrate compliance during certification assessment shall be treated as a failure of policy implementation.

12. TRAINING AND OPERATIONAL IMPLEMENTATION

Effective implementation of this policy depends on competent and informed personnel.

The property shall ensure that:

- Staff receive training appropriate to their role
- Training covers operational responsibilities related to sustainability
- Staff understand the impact of their actions on performance
- Procedures are understood and applied consistently

Training shall not be generic.
It shall be directly linked to operational requirements and OMs.

The Human Resources function is responsible for coordinating training delivery.
Department heads are responsible for ensuring that staff within their areas are trained and compliant.
The General Manager is accountable for ensuring that training is implemented and effective.

Failure to train staff appropriately results in operational non-compliance.

13. MANAGEMENT REVIEW

Sustainability performance shall be subject to structured management review at property level.

This review shall ensure that:

- Performance trends are understood
- Audit findings are addressed
- Corrective actions are implemented and effective
- Operational control is maintained

The property shall:

- Provide performance data as required
- Report on corrective actions and outstanding issues
- Participate in review processes

The purpose of management review is to ensure that:

- Control is maintained
- Variability is eliminated
- Continuous improvement is achieved

The General Manager is accountable for property-level performance and reporting.
Failure to engage in management review processes constitutes a governance failure.

14. FINAL POSITION

This policy is mandatory and forms part of the property governance framework.

There is no discretionary interpretation.

Nadine Friedli
General Manager
The Alpina Gstaad
May 22nd 2026