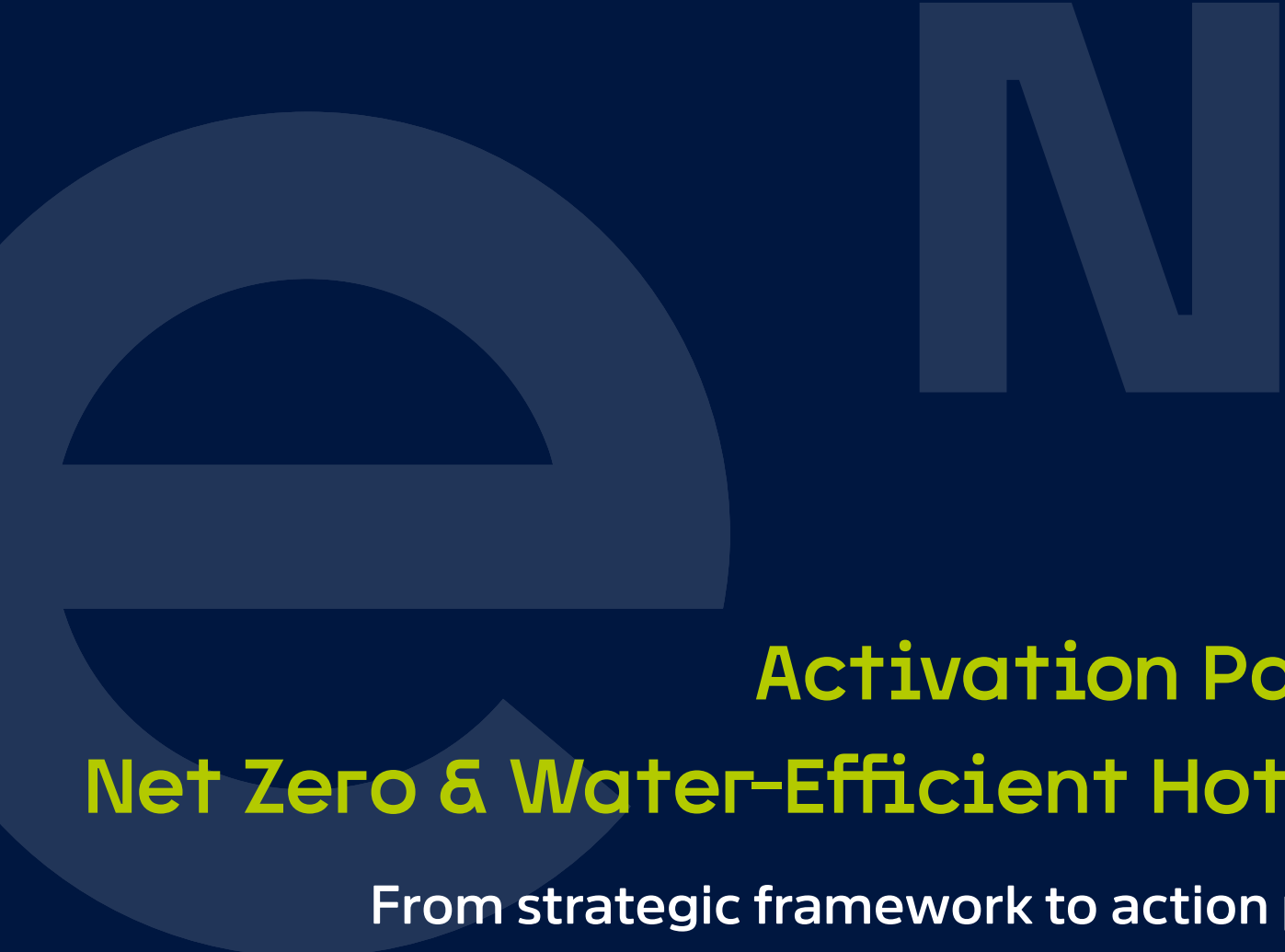




Activation Pack Net Zero & Water-Efficient Hotels

From strategic framework to action plan

0. How to use this pack

The Net Zero & Water-Efficient Hotels Activation Pack accompanies the **Net Zero & Water-Efficient Hotels Strategic Framework** and facilitates its initial application to hotel real estate assets.

Its purpose is to help owners, operators and technical teams move from reading the framework to an initial working structure: defining the asset, organising the available information, identifying risks and opportunities, prioritising measures and preparing the basis for a possible action plan.

The Pack does not replace an energy, water, technical, financial or regulatory audit. It is a preliminary and complementary tool designed to better prepare the diagnosis, decision-making and, where appropriate, the request for specialised support.

What does it include?

- Framework application guide.
- Initial data checklist.
- Asset diagnosis sheet.
- Measure prioritisation matrix.
- Net Zero & Water-Efficient Plan template.
- Basic annual monitoring dashboard.

How does it relate to the strategic framework?

Strategic framework	Activation Pack
Provides criteria and an integrated vision	Organises initial data and information
Defines the Net Zero & Water-Efficient approach	Helps apply it to a specific asset
Connects sustainability, regulation, finance and asset value	Translates this connection into diagnosis, measures and plan
Offers a technical, regulatory and financial reading	Facilitates an initial operational prioritisation
Guides decision-making	Prepares a working basis for better decisions

What does it enable?

- check whether the asset has the data needed to start a diagnosis;
- build an initial reading of the energy, water, operational and financial situation;
- assess the asset's level of maturity;
- identify improvement measures in energy, water, carbon, governance and finance;
- prioritise actions according to impact, feasibility, cost, return and operational disruption;
- prepare an initial Net Zero & Water-Efficient Plan template;
- carry out annual monitoring of progress, deviations and new opportunities.

1. Framework application guide

Objective

This guide helps apply the Net Zero & Water-Efficient Hotels framework to a specific hotel asset. Its logic is simple: diagnose, compare, prioritise, plan, implement and monitor.

Application sequence

Step 1	Define the asset and the scope of analysis
Step 2	Build a baseline of consumption, emissions and operating conditions
Step 3	Compare performance against available indicators and benchmark
Step 4	Identify energy, water, operational and financial improvement measures
Step 5	Prioritise measures according to impact, feasibility, cost, return and disruption
Step 6	Prepare a Net Zero & Water-Efficient Plan with timeline, responsibilities and monitoring

Step 1 · Define the asset

Before analysing measures, it is necessary to define which asset is being studied and what scope the analysis includes: main building, facilities, common areas, swimming pools, gardens, kitchen, laundry, spa, car parks or other associated services.

- Name and location of the asset.
- Category and number of rooms.
- Surface area and opening period.
- Management model: owner-operator or separate owner and operator.
- Services with significant water or energy consumption.

Expected result

A basic sheet for the asset and the scope of analysis.

Step 2 · Build the baseline

The baseline makes it possible to understand the asset's real starting point and avoid decisions based on partial estimates. It should include data on energy, water, occupancy, technical systems, meters, contracts and planned refurbishments.

Expected result

An initial snapshot of consumption, emissions, systems and operating conditions.

Step 3 · Compare performance

Once the information has been collected, it should be converted into comparable indicators. The most useful are energy intensity, carbon intensity, energy per occupied room, water consumption per person per day and water consumption per surface area.

Expected result

An objective reading of the asset's environmental performance and relative position.

Step 4 · Identify improvement measures

Measures should be identified following a sequential logic. For energy: reduce demand, improve efficiency, electrify, integrate renewables and offset only residual emissions. For water: raise awareness, monitor, detect leaks, improve efficiency, reuse greywater or rainwater and offset only the residual footprint.

Expected result

An initial set of possible measures adapted to the asset's real conditions.

Step 5 · Prioritise measures

Not all measures need to be implemented at the same time, nor do they have the same value. Prioritisation should combine environmental impact, cost, savings, return, regulatory urgency, operational disruption, alignment with planned refurbishments, access to financing and contribution to asset value.

Expected result

A matrix of prioritised measures ordered by implementation phase.

Step 6 · Prepare the Net Zero & Water-Efficient Plan

The plan should turn the diagnosis and prioritisation into a clear action agenda, with objectives, measures, estimated investment, savings, return, timelines, responsibilities and a monitoring system.

Expected result

A plan that is applicable, reviewable and communicable to owners, operators, financial institutions and other actors.

2. Initial data checklist

This checklist makes it possible to determine whether the asset has the information needed to start a Net Zero & Water-Efficient diagnosis. It can be used as an internal form before requesting technical assistance or starting an audit.

2.A. Asset identification

Data	Available?	Notes
Establishment name		
Location		
Island / municipality		
Hotel category		
Number of rooms		
Total built surface area		
Usable or operational surface area		
Year of construction		
Year of last refurbishment		
Annual opening period		
Management model		

2.B. Occupancy and activity data

Data	Available?	Notes
Monthly occupancy over the last 12 months		
Monthly occupancy over the last 24-36 months		
Occupied rooms per year		
Number of overnight stays		
Annual opening days		
High, mid and low occupancy seasons		
Special services: spa, wellness, swimming pools, events, in-house laundry		

2.C. Energy and emissions

Data	Available?	Notes
Electricity bills for the last 36 months		
Gas, diesel or other fuel bills		
Monthly electricity consumption		
Monthly fossil fuel consumption		
Contracted power		
Electricity supply contract		
Origin of contracted electricity		
Energy performance certificate		
Existence of on-site renewable energy		
Annual renewable production		
Self-consumption and surplus		
Emission factors used		

2.D. Water

Data	Available?	Notes
Water bills for the last 12 months		
Water bills for the last 24 months		
Monthly water consumption		
Consumption by area if submeters exist		
Intake and supply points		
Existence of greywater reuse		
Existence of rainwater harvesting		
Irrigation systems		
Surface area of gardens or green areas		
Swimming pools, spa or water areas		
History of leaks or incidents		

2.E. Technical systems

Data	Available?	Notes
Floor plans		
Installation plans		
HVAC systems inventory		
Domestic hot water systems		
Kitchen systems		
Laundry systems		
Ventilation systems		
Lighting systems		
Pumps, fans and auxiliary equipment		
BMS or energy management system		
Main energy meter		
Energy submeters		
Main water meter		
Water submeters		

2.F. Contracts, maintenance and investments

Data	Available?	Notes
Contract between owner and operator		
Distribution of investment responsibilities		
Distribution of operational savings		
Preventive maintenance plan		
Estimated useful life of main equipment		
Planned CAPEX for the coming years		
Scheduled refurbishments		
Previous energy audits		
Existing environmental certifications		
Subsidies or financing requested		

2.G. Regulatory framework, ESG and support instruments

This section identifies whether the asset has basic information on regulatory requirements, ESG commitments, reporting obligations and possible public or financial support instruments. It does not replace a specialised legal or regulatory review, but helps detect aspects that may affect the prioritisation of measures and the preparation of the plan.

Data	Available?	Notes
Identification of applicable energy requirements		
Valid energy efficiency certificate		
Previous mandatory or voluntary energy audits		
Internal decarbonisation requirements or targets		
ESG commitments of the owner, operator or corporate group		
Environmental or climate reporting obligations or practices		
Identification of climate or transition risks		
Requirements linked to water consumption, savings or reuse		
Permits or conditions for greywater or rainwater reuse		
Identified public subsidies		
Potentially applicable energy saving certificates		
Identified green or sustainable finance instruments		
Applicable public calls or support programmes		

3. Asset diagnosis sheet

This sheet summarises the asset's initial situation and provides a first reading of maturity, risks and opportunities. It can be completed after the initial data checklist.

3.A. General data

Field	Answer
Asset name	
Location	
Owner	
Operator	
Management model	
Category	
Number of rooms	
Surface area	
Opening period	
Year of construction	
Last refurbishment	
Main services	

3.B. Energy situation

Indicator	Current value	Notes
Annual electricity consumption		kWh/year
Annual fossil fuel consumption		kWh/year or litres/year
Total energy consumption		kWh/year
Energy intensity		kWh/m ² /year
Energy per occupied room		kWh/occupied room
Annual emissions		tCO ₂ e/year
Carbon intensity		kgCO ₂ e/m ² /year
Energy certificate		
Renewables on site		
Share of demand covered by renewables		%

3.C. Water situation

Indicator	Current value	Notes
Annual water consumption		m ³ /año
Water consumption per person per day		l/pax/día
Water consumption per m ²		l/m ² o m ³ /m ²
Existence of submeters		
Areas with highest consumption		
Greywater reuse		
Rainwater harvesting		
Leak detection systems		
Water-related incidents detected		

3.D. Asset maturity level

Area	Level	Notes
Available data		
Energy monitoring		
Water monitoring		
Energy efficiency		
Water efficiency		
Electrification		
Renewables		
Water reuse		
Investment capacity		
Owner-operator governance		

3.E. Principales riesgos detectados

Type of risk	Level	Notes
High energy consumption		
Dependence on fossil fuels		
High water consumption		
Lack of reliable data		
Equipment obsolescence		
Regulatory risk		
Financial / ESG risk		
Operational disruption due to refurbishments		
Usage note: The information collected in section 2.G should help better assess regulatory risk, climate or transition risk, financial/ESG risk and opportunities linked to subsidies, energy saving certificates or green finance.		

3.F. Initial opportunities

Area	Opportunity identified	Initial priority
Control and monitoring		
Energy efficiency		
Electrification		
Renewables		
Water efficiency		
Water reuse		
Operational governance		
Financing		

3.G. Summary diagnosis

Question	Brief answer
General asset situation	
Main weaknesses	
Main opportunities	
First recommended measures	
Need for additional technical assistance	

4. Measure prioritisation matrix

This matrix helps compare different measures and decide which ones should be activated first. It can be used for both an individual asset and a portfolio of assets. Prioritisation should assess not only the potential impact of a measure, but also its actual feasibility. For this reason, the matrix distinguishes between two dimensions:

- Value of the measure: what the measure contributes in environmental, economic, regulatory and asset value terms.
- Feasibility of the measure: the extent to which the measure is feasible in terms of cost, technical complexity, operational disruption and financing possibilities.

4.A. Assessment criteria

Each criterion is scored from 1 to 5.

Score	Meaning
1	Very low value or feasibility
2	Low value or feasibility
3	Medium value or feasibility
4	High value or feasibility
5	Very high value or feasibility

4.B. Main matrix

ID	Measure	Area	Environmental impact	Economic savings	Regulatory urgency	Asset value	Total value	Affordable cost	Technical ease	Low disruption	Available financing	Total feasibility	Priority
M-01													
M-02													
M-03													
M-04													
M-05													

4.C. Reading the results

Final prioritisation can be carried out by combining the total value and total feasibility of each measure.

Result	Interpretation	Recommended treatment
High value + high feasibility	Priority measures	Activate first
High value + medium or low feasibility	Strategic measures	Plan, prepare financing or link to renovations
Medium value + high feasibility	Quick wins or complementary measures	Implement if they reinforce the plan or generate learning
Low value + low feasibility	Secondary or discardable measures	Reschedule, review or discard

This reading avoids prioritising only the easiest measures and helps identify actions that, although they require more preparation, may have a greater impact on decarbonisation, water efficiency, asset value or risk reduction.

4.D. Brief measure sheet

Field	Content
Measure ID	M-
Measure name	
Area	
Description	
Problem it solves	
Main responsible party	
Estimated CAPEX	
Additional or reduced OPEX	
Estimated annual savings	
Estimated ROI	
Energy reduction	
Water reduction	
Emissions reduction	
Operational disruption	
Priority	
Recommended year of implementation	
Dependencies with other measures	
Possible sources of financing	
Notes	

4.E. Final classification of measures

Type of measure	Criterion	Examples
Quick win	Low cost, quick return and low disruption	Operational adjustments, sensors, basic monitoring
Priority measure	High impact and good feasibility	HVAC efficiency, leak detection, LED, BMS
Strategic measure	High investment but key to future value	Electrification, renewables, greywater
Conditional measure	Depends on refurbishment, permits or financing	Envelope, redistribution of installations
Residual measure	Only after reducing direct impacts	Carbon or water offsetting

5. Net Zero & Water-Efficient Plan template

This template is used to turn the diagnosis and prioritisation into an action plan. It can be completed progressively and updated annually.

5.A. Executive summary

Element	Content	Notes
Asset analysed		Name and location
Plan objective		Decarbonisation, water footprint reduction, operational efficiency, preparation for financing, etc.
Main conclusions		3-5 key ideas
Priority measures		Summary
Total estimated investment		€
Estimated annual savings		€/year
Estimated energy reduction		kWh/year or %
Estimated water reduction		m ³ /year or %
Estimated emissions reduction		tCO ₂ e/year or %
Time horizon		Years

5.B. Asset characterisation

Element	Data
Asset name	
Location	
Owner	
Operator	
Category	
Rooms	
Surface area	
Opening period	
Main services	
Management model	
Last refurbishment	
Planned refurbishments	

5.C. Initial diagnosis · Energy and carbon

Indicator	Current value	Benchmark / target	Comment
Total energy consumption			
Energy intensity			
Total emissions			
Carbon intensity			
Share of renewables			
Dependence on fossil fuels			

5.D. Initial diagnosis · Water

Indicator	Current value	Benchmark / target	Comment
Total water consumption			
Consumption per person per day			
Consumption per surface area			
Share of reused water			
Main consumption areas			
Existence of leak detection			

5.E. Plan objectives

Objetivo	Indicador	Valor actual	Valor objetivo	Año objetivo
Reduce energy consumption	kWh/m ² /year			
Reduce emissions	kgCO ₂ e/m ² /year			
Reduce water consumption	l/pax/day			
Increase renewables	% demand covered			
Increase water reuse	% of total consumption			
Improve monitoring	% areas monitored			

5.F. Proposed measures

ID	Measure	Area	Priority	Disruption	CAPEX	Annual savings	ROI	Year
M-01								
M-02								
M-03								
M-04								
M-05								

5.G. Implementation scenarios

Scenario	Measures included	Expected impact	Conditions for application
Immediate action	Low-cost, low-disruption measures with quick return.		Low-cost, low-disruption measures with quick return.
Progressive transformation	Measures requiring planning, coordination and medium investment.		Measures requiring planning, coordination and medium investment.
Structural repositioning	Higher-investment measures linked to refurbishment, asset value and long-term resilience.		Higher-investment measures linked to refurbishment, value and resilience.

5.H. Economic and financial model

Indicator	Value / comment
Total estimated CAPEX	
Estimated additional OPEX	
Estimated annual savings	
Estimated average ROI	
Potential subsidies	
Potential Energy Saving Certificates	
Potential green financing	
Expected impact on asset value	
Expected impact on transition risk	

Usage note: The framework recommends modelling measures by considering CAPEX, OPEX and savings from avoided energy and water purchases, as well as potential subsidies or financing mechanisms that reduce CAPEX and improve return.

5.I. Governance and responsibilities

Actor	Responsibility
Owner	
Operator	
Technical team	
Asset management	
Financial institution	
Suppliers	
Public administration / public programmes	
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5.J. Implementation timeline

Year	Planned measures	Responsible party	Status
Year 1			
Year 2			
Year 3			
Years 4-5			
More than 5 years			

5.K. Monitoring and review

The plan should be reviewed annually to:

- Update consumption and emissions.
- Check actual savings against forecasts.
- Review costs, returns and sources of financing.
- Incorporate new technologies or regulatory changes.
- Reschedule measures if operating conditions change.
- Prepare new investment phases.

6. Basic annual monitoring dashboard

This dashboard makes it possible to compare the starting point with annual results and detect deviations, barriers or new opportunities.

6.A. General indicators

Indicator	Base year	Year 1	Year 2	Year 3	Cumulative variation
Occupied rooms					
Opening days					
Average occupancy					
Operational surface area					
Cumulative investment					
Measures implemented					

6.B. Energy and emissions

Indicator	Base year	Year 1	Year 2	Year 3	Objective	Status
Total energy consumption						
Energy intensity						
Energy per occupied room						
Total emissions						
Carbon intensity						
Share of renewables						
Fossil fuel consumption						

6.C. Water

Indicator	Base year	Year 1	Year 2	Year 3	Objective	Status
Total water consumption						
Consumption per person per day						
Consumption per m ²						
Reused water						
Share of reused water						
Leaks detected						
Areas monitored						

6.D. Economic monitoring

Indicator	Planned	Actual	Deviation	Comment
CAPEX executed				
Additional OPEX				
Annual energy savings				
Annual water savings				
Total economic savings				
Updated ROI				
Subsidies obtained				
Monetised Energy Saving Certificates				
Green financing activated				

6.E. Measures monitoring

ID	Measure	Planned year	Status	Result	Notes
M-01					
M-02					
M-03					
M-04					

6.F. Annual review

Review question	Brief answer
Main progress during the year	
Measures completed	
Measures delayed or rescheduled	
Barriers detected	
New risks or opportunities	
Decisions for the next year	