

Terms of reference “Biodiversity protection in hotel operations and F&B value chains”

1. Project Background

The conducted analysis and results of phase 1 of the Futouris industry project have shown that especially hotels and cruise ships have a significant impact on biodiversity: Through their operational hotel management on site /on board as well as through their food and beverage offer along global supply chains.

Thus, the project addresses these challenges in two modules:

Module A – Biodiversity Criteria in Hotel Operations

The aim of this module is to systematically reduce the impacts of hotel operations*¹ on biodiversity and to support tourism businesses in analysing and identifying individual pressure points, prioritizing relevant actions and in the long-term establishing biodiversity-friendly operational practices, focusing on water, energy, land use and biodiversity-friendly site management

The focus will be on the hotel operations that directly affect biodiversity through:

- Water use
- Energy use
- Land use and garden design
- Waste management

The module aims to:

- Create a biodiversity profile for each participating hotel*
- Identify and define relevant operational KPIs and benchmarks
- Implement pilot measures in selected partner hotels* of Futouris members
- Develop supporting material for hotels to set up own biodiversity profile

Module B – Biodiversity protection in F&B Offers

Hotels and cruise ships significantly influence biodiversity through global food supply chains, i.e. high-risk commodities include products linked to deforestation, ecosystem destruction or overfishing (e.g. soy, palm oil, beef, tropical seafood).

The module aims to develop a practical concept on how tourism companies can make their procurement and menu planning more biodiversity-friendly by:

- Analysing F&B offers and supply chains in pilot hotels / on cruise ships
- Identifying high-risk commodities
- Mapping suppliers and origins
- Developing biodiversity-friendly procurement criteria
- Defining KPIs and measurable impact indicators
- Supporting the implementation of deforestation-free and ocean-friendly sourcing

¹ *Possibly on cruise ships as well but not focused on; to be discussed

The developed measures will be piloted with a group of Futouris member companies and their hotel partners / cruise ships. To ensure the concept is practical and can be implemented effectively, collaboration and dialogue with relevant suppliers is an important key focus of the project.

2. Scope of Services

Applicants may apply for:

- Module A only
- Module B only
- Both modules

The implementation partner will work in close cooperation with Futouris and participating member companies as well as partner hotels and / or cruise ships.

2.1. General tasks

Project set-up

The selection of the participating businesses will be done by Futouris and its members.

A kick-off workshop / event for both modules will be organised by Futouris and the partner with the official project start, introducing the project, its activities and time plan to all participants, defining the necessary framework, data collection, KPI and relevant obligations for all participants.

Monitoring and industry transfer

The monitoring and transfer of the results and lessons learned to the industry are an important factor, thus two concluding events for both modules will be organised by Futouris and the partner:

- An internal (digital) event, sharing the detailed measures, results, challenges and lessons learned within the project participants group
- An external (digital) concluding event, presenting the official results of the project.

2.2 Tasks – Module A

Biodiversity-Friendly Hotel Operations

Phase 1 – Operational Impact Assessment (2026)

- Development of practical tool / guidance / decision-making tool for businesses for the creation of a biodiversity profile that takes different hotel* types, business sizes and locations into account (based on relevant existing frameworks, tools or research results identified by desk research).
- Definition of operational KPIs / benchmarks that takes different hotel types and business sizes into account.
- Collection and analysis of relevant data (water, energy, land use, waste, etc.) from pilot hotels*.

Phase 2 – Criteria & Action Plan Development (late 2026 / early 2027)

- Development of an individual “biodiversity profile” per hotel*, taking into consideration the type, size and destination of each hotel as well as existing benchmarks with regards to biodiversity impacts.

- Derivation of recommendations for biodiversity-friendly hotel* operations for each participating business in an action plan or road map.

Phase 3 – Implementation Support (2027)

- Advisory support for pilot hotels* to select relevant measures for implementation depending on their profile and proposed action plan.
- (Individual) support in implementation of selected measures (remote) per participating business.
- Staff training sessions (online / Train-the-trainer approach).
- Contribution to guest awareness concepts.

Phase 4 – Monitoring & Finalisation

- KPI assessment
- Final evaluation report
- Creation of practical tools and dissemination materials to support businesses in creating their own biodiversity profile and road map.

2.3 Tasks – Module B

Biodiversity in Food & Beverage Supply Chains

Phase 1 – Baseline & Risk Analysis (2026)

- Development of data collection template
- Analysis of F&B offers in selected pilot hotels/cruise ships based on collected data
- Identification of high-risk commodities
- Supplier and origin mapping
- Biodiversity risk assessment of F&B offer (focusing on deforestation & marine ecosystems)
- Definition of baseline KPIs for monitoring

Phase 2 – Criteria Development (late 2026 / early 2027)

- Development of a biodiversity-friendly F&B criteria catalogue as well as a catalogue of potential measures
- Integration of:
 - Deforestation-free sourcing requirements
 - Sustainable seafood standards
 - Seasonal / organic / regenerative production aspects
 - Food waste reduction measures
- Draft procurement policy templates
- Concrete menu adaptation measures / development of biodiversity-friendly recipes
- Facilitation of digital supplier dialogue workshops

Phase 3 – Implementation & Capacity Building (2027)

- Support in implementation of selected measures
- Design and delivery of (digital) trainings for relevant staff (e.g. kitchen & procurement)

Phase 4 – Monitoring & Transfer

- Evaluation of impact
- Preparation of final guideline and good practice examples
- Contribution to dissemination workshops

3. Expected Deliverables

Depending on the module(s), deliverables include:

- Baseline assessment report per pilot hotel
- Criteria catalogue (Module B and/or Module A)
- Guideline / Catalogue of measures for biodiversity -friendly F&B management (Module B)
- Procurement policy template (Module B)
- Operational handbook for hotel management (Module A)
- Training materials (PowerPoint and/or digital formats)
- KPI framework and evaluation report
- Final project report

All deliverables shall be provided in English.

4. Required Qualifications

Applicants must demonstrate:

- Proven expertise in biodiversity and tourism
- Experience in hotel management consulting on sustainability aspects
- Experience with hotel operations and environmental management systems for Module A
- Experience with biodiversity in food supply chains (especially deforestation-free commodities and sustainable seafood) for Module B
- Experience in KPI development and monitoring frameworks
- Experience in stakeholder facilitation and workshop development & delivery
- Excellent written and spoken English
- Valid business registration
- Experience in EU regulatory frameworks (e.g. EU Deforestation Regulation) is considered an asset.

5. Financial Framework

Indicative budgets:

- Module A: up to approx. €45,000
- Module B: up to approx. €65,000

Applicants may submit:

- A proposal for one module
- Or a combined proposal for both modules

The financial offer must include:

- Transparent breakdown of costs per work package
- Estimated number of consultancy days
- Daily rates

6. Rights of Use

All results developed under this contract shall grant Futouris an unrestricted, perpetual right of use (including reproduction, modification, publication and dissemination in digital and printed formats).

7. Award Criteria

Offers will be evaluated based on:

- Quality of the proposed approach
- Relevant experience and references
- Price-performance ratio

All three criteria will be weighted equally.

8. Application Documents

Applicants are requested to submit:

- Technical proposal describing methodology and approach
- Team composition and CVs
- Financial offer with cost breakdown
- Reference list of comparable projects
- Proof of business registration

9. Timeline for Tender

- Deadline for submission: 27.03.2026
- Evaluation period: 30.03. – 11.04.2026
- Planned contract start: Mid-April 2026

Offers shall be submitted electronically to: Tatjana.peters@futouris.org

Contact for questions: Tatjana Peters, Project Manager, Futouris e.V.