



EARTHCHECK

BENCHMARKING ASSESSMENT REPORT

ACCOMMODATION - BUSINESS HOTEL BENCHMARKING

INTERCONTINENTAL SINGAPORE
SINGAPORE, SINGAPORE



REPORT DATE: 3 June 2011

Benchmarking Data Collection Period: 1 May 2010 – 30 April 2011

The planet deserves more than half measures

OVERVIEW

This annual assessment of **InterContinental Singapore** was undertaken against EarthCheck benchmarking indicators and checklists developed for EarthCheck and listed below.¹ They have been carefully selected to track performance in key areas of environmental and social performance impact. Their outcomes which are presented in this report are used by EarthCheck to evaluate whether the operation has reached the standards necessary to pass the benchmarking requirements, as stated in the EarthCheck Benchmarking Policy.²

Indicator Measure (Benchmark)		
1	Policy	Policy is produced and in place
2	Energy	Energy Consumption (MJ / Guest Night) Greenhouse Gas Emissions (Scope 1 and Scope 2) (kg CO ₂ -e / Guest Night) Green Power (%) ³
3	Water	Potable Water Consumption (L / Guest Night) Water Savings Rating (Points) Recycled / Captured Water (%) ³
4	Waste	Waste Sent to Landfill (L / Guest Night) Waste Recycling Rating (Points) Recycled / Reused / Composted Waste (%) ³
5	Community	Community Commitment (%) Community Contributions Rating (Points)
6	Paper	Paper Products Rating (Points)
7	Cleaning	Cleaning Products Rating (Points)
8	Pesticides	Pesticide Products Rating (Points)

¹ Refer to the EarthCheck Sector Benchmarking Indicator (SBI) document for more information. For frequently asked questions (FAQs) about benchmarking or specific help, please log on to 'My EarthCheck' and visit your EarthCheck Benchmarking software.

² To meet the requirements stipulated in the EarthCheck Company Standard, the benchmarks for all the submitted EarthCheck indicators need to be at, or better than, the Baseline level. Baseline and Best Practice performance levels are set with reference to the type of activity (registered sector/s) and appropriate national and international data which take into account social, geographical and climatic impacts.

First-time benchmarking operations that fail to meet the minimum requirements (Baseline performance or better) for up to two submitted EarthCheck indicators (with a third indicator within 10% of the Baseline level), will be permitted to pass benchmarking. The operation is however, given a maximum of 12 months to improve performance in at least one of the indicators to Baseline performance or better. If on the next submission this is not achieved without substantiated evidence that the situation was beyond the control of the operation (e.g., occurrence of a natural disaster), then the right to use the appropriate EarthCheck logo will be withdrawn.

As a standard policy, all EarthCheck indicators are continuously reviewed, along with the performance levels which operators have to achieve in order to meet the requirements of the Company Standard. This review takes into account "business-as-usual" changes in practices and equipment, and is used to update where appropriate Baseline and Best Practice levels.

³ These indicators are for guidance only and do not affect the overall benchmarking evaluation.

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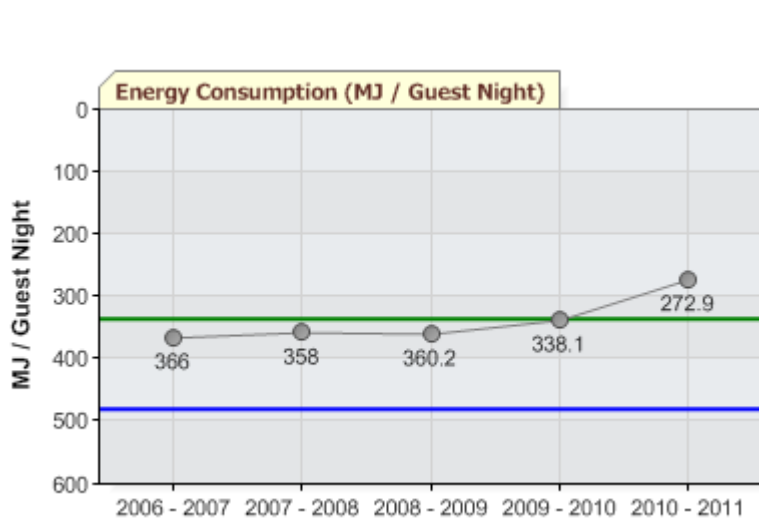
ACCOMMODATION - BUSINESS HOTEL PERFORMANCE BENCHMARKS

Current performance: Below Baseline ✖ At or above Baseline ✔ At or above Best Practice ★

1. Policy ★

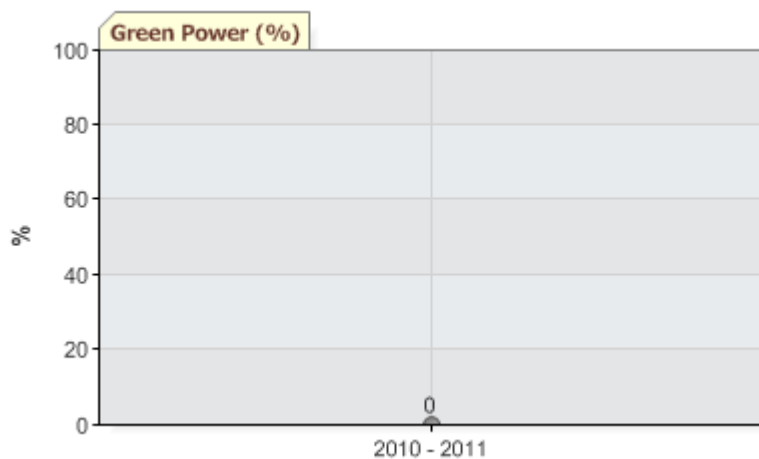
2. Energy

Energy Consumption (MJ / Guest Night) ★



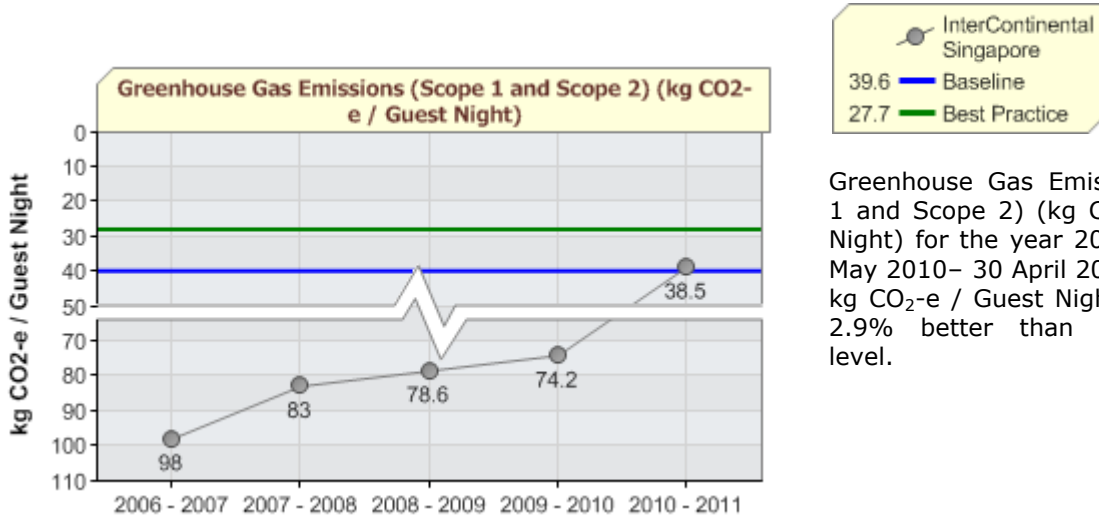
Energy Consumption (MJ / Guest Night) for the year 2010 - 2011 (1 May 2010– 30 April 2011) was 272.9 MJ / Guest Night, which was 18.8% better than the Best Practice level.

Green Power (%)



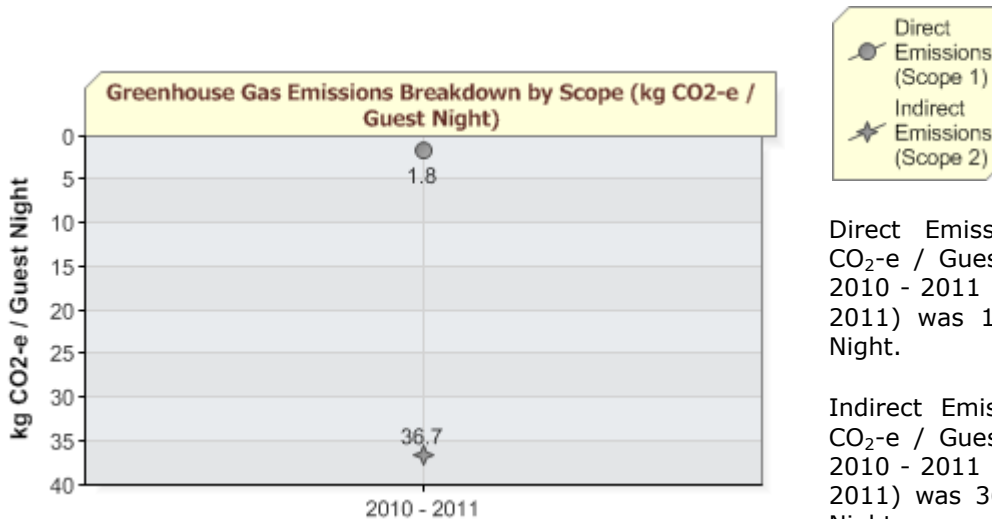
Green Power (%) for the year 2010 - 2011 (1 May 2010– 30 April 2011) was 0%.

Greenhouse Gas Emissions (Scope 1 and Scope 2) (kg CO₂-e / Guest Night) ✓



Greenhouse Gas Emissions (Scope 1 and Scope 2) (kg CO₂-e / Guest Night) for the year 2010 - 2011 (1 May 2010– 30 April 2011) was 38.5 kg CO₂-e / Guest Night, which was 2.9% better than the Baseline level.

Greenhouse Gas Emissions Breakdown by Scope (kg CO₂-e / Guest Night)



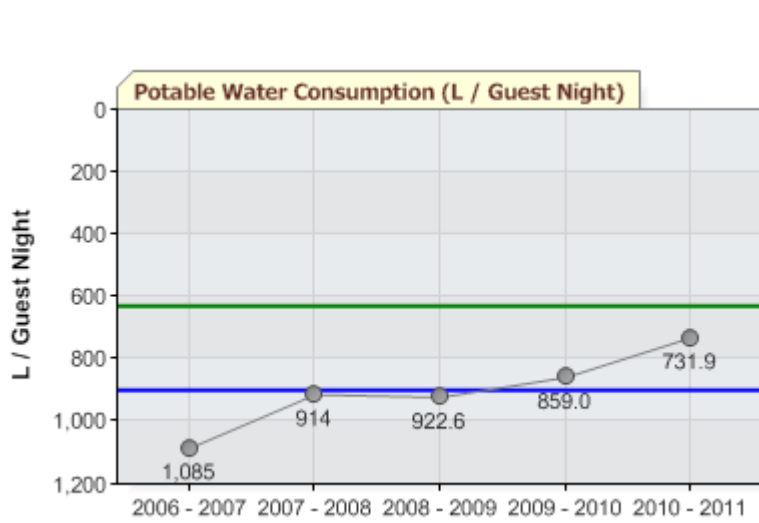
Direct Emissions (Scope 1) (kg CO₂-e / Guest Night) for the year 2010 - 2011 (1 May 2010– 30 April 2011) was 1.8 kg CO₂-e / Guest Night.

Indirect Emissions (Scope 2) (kg CO₂-e / Guest Night) for the year 2010 - 2011 (1 May 2010– 30 April 2011) was 36.7 kg CO₂-e / Guest Night.

Direct Emissions (Scope 1)								
Stationary Fuel Combustion								
Type	Quantity	Unit	Energy Consumption (MJ)	CO ₂ Emission Estimate (t CO ₂ -e)	CH ₄ Emission Estimate (t CO ₂ -e)	N ₂ O Emission Estimate (t CO ₂ -e)	Total Emission Estimate (t CO ₂ -e)	
Natural gas	1820410	kWh	6553476.0	367.7	0.7	0.2	368.5	
subtotal			6553476.0	367.7	0.7	0.2	368.5	
TOTAL			6553476.0	367.7	0.7	0.2	368.5	
Indirect Emissions (Scope 2)								
Purchased Electricity								
Quantity	Unit	% Green Power	Provider	Energy Consumption (MJ)	CO ₂ Emission Estimate (t CO ₂ -e)	CH ₄ Emission Estimate (t CO ₂ -e)	N ₂ O Emission Estimate (t CO ₂ -e)	Total Emission Estimate (t CO ₂ -e)
13994662	Kilowatt hour (kWh)	0	Singapore	50380783.2	7611.1	11.7	32.2	7655.1
subtotal				50380783.2	7611.1	11.7	32.2	7655.1
TOTAL				50380783.2	7611.1	11.7	32.2	7655.1
Greenhouse Gas Emissions (Scope 1 and Scope 2)								
GRAND TOTAL				56934259.2	7978.7	12.4	32.4	8023.6

3. Water

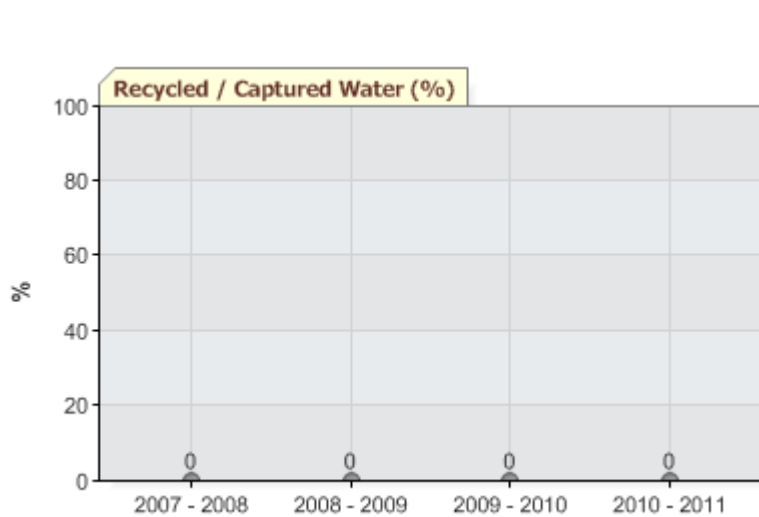
Potable Water Consumption (L / Guest Night) ✓



Potable Water Consumption (L / Guest Night) for the year 2010 - 2011 (1 May 2010– 30 April 2011) was 731.9 L / Guest Night, which was 18.7% better than the Baseline level.

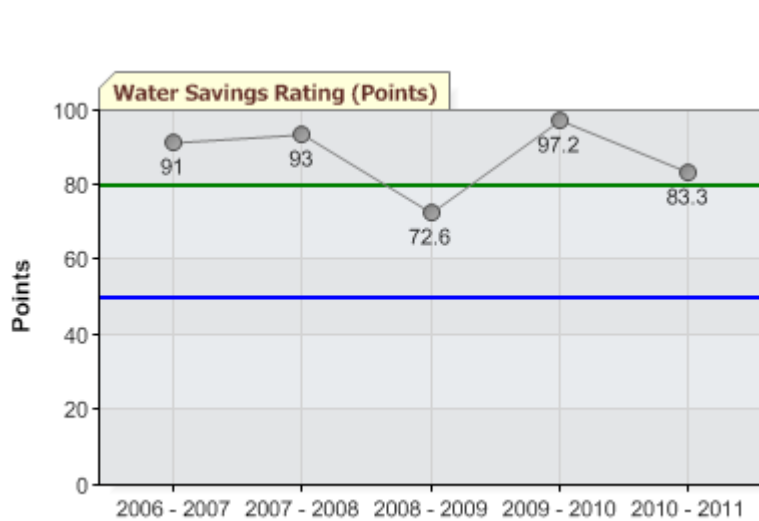
Quantity	Unit	Potable Water Consumption (kL)
152704	cubic metres	152704.0 kL
	Totals:	152704.0 kL

Recycled / Captured Water (%)



Recycled / Captured Water (%) for the year 2010 - 2011 (1 May 2010– 30 April 2011) was 0%.

Water Savings Rating (Points) ★

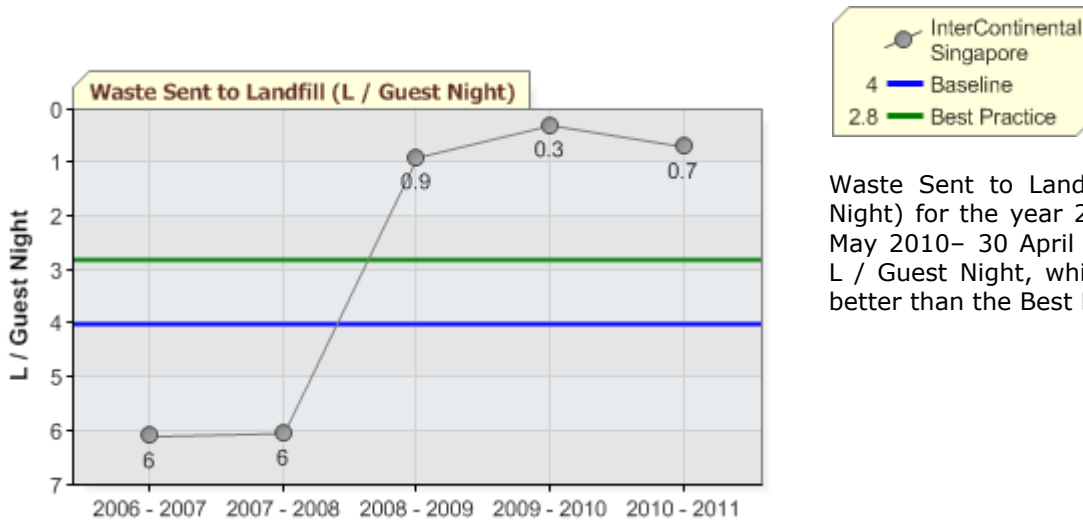


Water Savings Rating (Points) for the year 2010 - 2011 (1 May 2010–30 April 2011) was 83.3 Points, which was 3.3 Points better than the Best Practice level.

Water Savings Measures	Frequency / Percentage Rating	Water Savings Rating (Points)
Check for leaks	Every week	100.0 Points
Low/dual flush toilets	100%	100.0 Points
Low flow tap fittings	100%	100.0 Points
Low flow shower fittings	100%	100.0 Points
Water sprinklers used after dark	Not Relevant / Not Available	-
Minimal irrigation landscaping	100%	100.0 Points
Use of recycle/grey/rain water	0%	0.0 Points
	Overall Rating:	83.3 Points

4. Waste

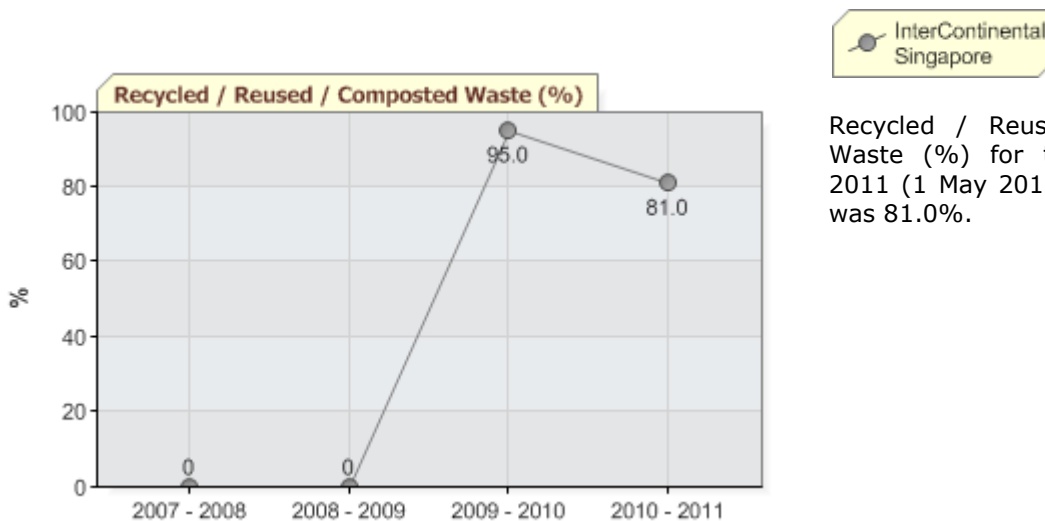
Waste Sent to Landfill (L / Guest Night) ★



Waste Sent to Landfill (L / Guest Night) for the year 2010 - 2011 (1 May 2010– 30 April 2011) was 0.7 L / Guest Night, which was 74.5% better than the Best Practice level.

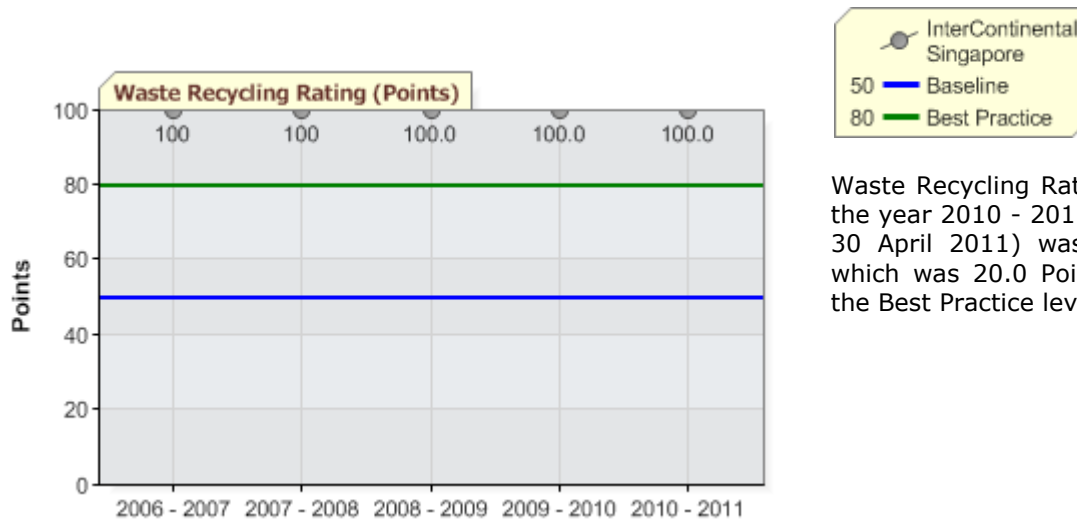
Quantity	Unit	Waste Sent to Landfill (m ³)
44727.8	kilograms (uncompacted)	149.1 m ³
	Totals:	149.1 m³

Recycled / Reused / Composted Waste (%)



Recycled / Reused / Composted Waste (%) for the year 2010 - 2011 (1 May 2010– 30 April 2011) was 81.0%.

Waste Recycling Rating (Points) ★

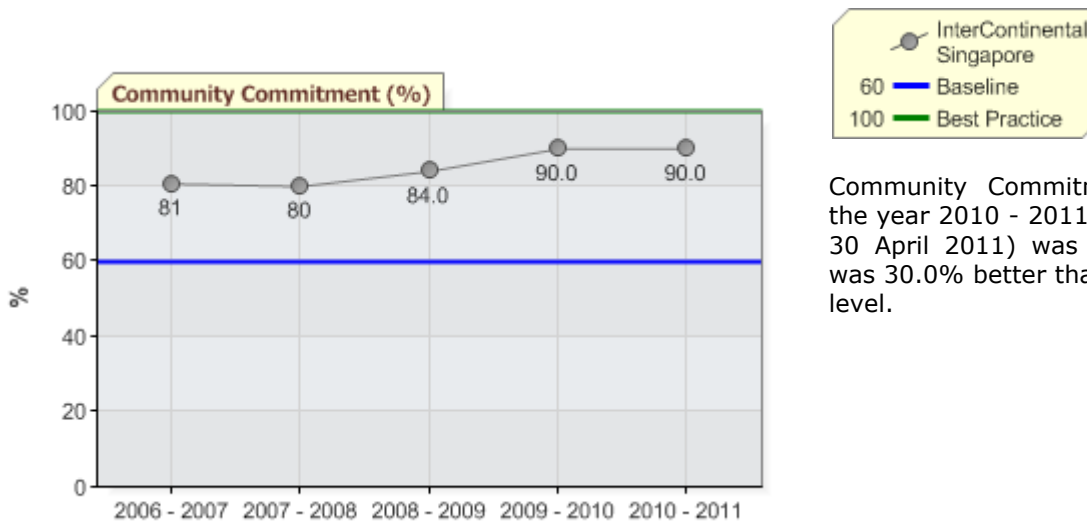


Waste Recycling Rating (Points) for the year 2010 - 2011 (1 May 2010–30 April 2011) was 100.0 Points, which was 20.0 Points better than the Best Practice level.

Waste Recycling Measures	Frequency / Percentage Rating	Waste Recycling Rating (Points)
Glass	100%	100.0 Points
Paper/card	100%	100.0 Points
Iron & steel (ferrous metals)	Not Relevant / Not Available	-
Other metals (non-ferrous)	100%	100.0 Points
Plastics	100%	100.0 Points
Rubber	Not Relevant / Not Available	-
Green waste	100%	100.0 Points
	Overall Rating:	100.0 Points

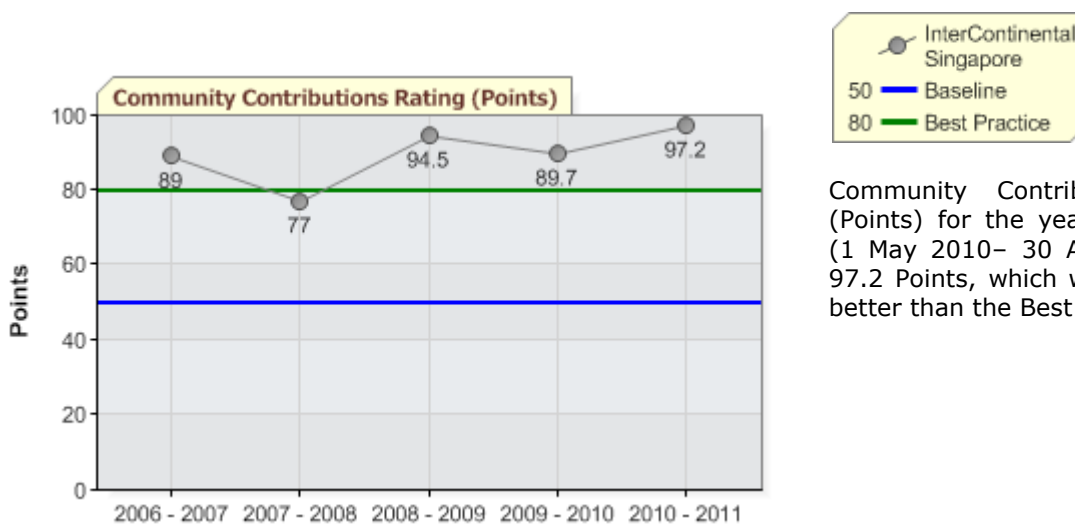
5. Community

Community Commitment (%) ✓



Community Commitment (%) for the year 2010 - 2011 (1 May 2010– 30 April 2011) was 90.0%, which was 30.0% better than the Baseline level.

Community Contributions Rating (Points) ★

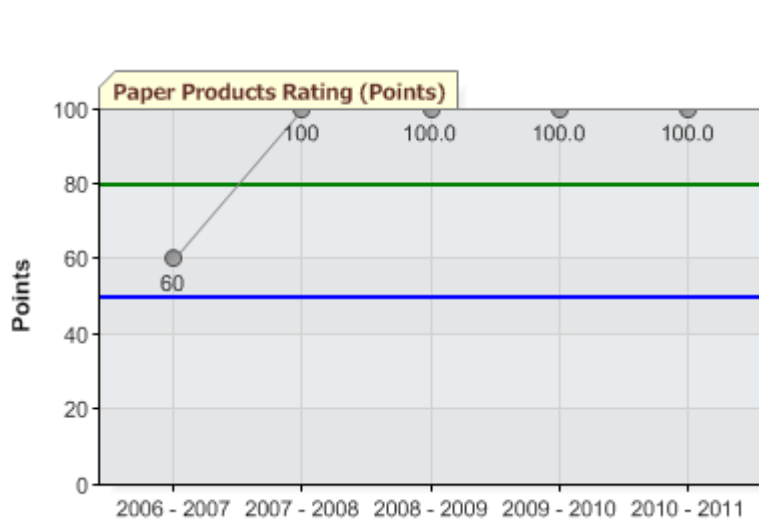


Community Contributions Rating (Points) for the year 2010 - 2011 (1 May 2010– 30 April 2011) was 97.2 Points, which was 17.2 Points better than the Best Practice level.

Community Contributions Measures	Frequency / Percentage Rating	Community Contributions Rating (Points)
Net income spent on sustainability programs	10% or more	100.0 Points
Perishable purchased goods that are of local origin	100%	100.0 Points
Service contracts given to local contractors	100%	100.0 Points
Staff received training on sustainability issues	80-99%	88.9 Points
	Overall Rating:	97.2 Points

6. Paper

Paper Products Rating (Points) ★

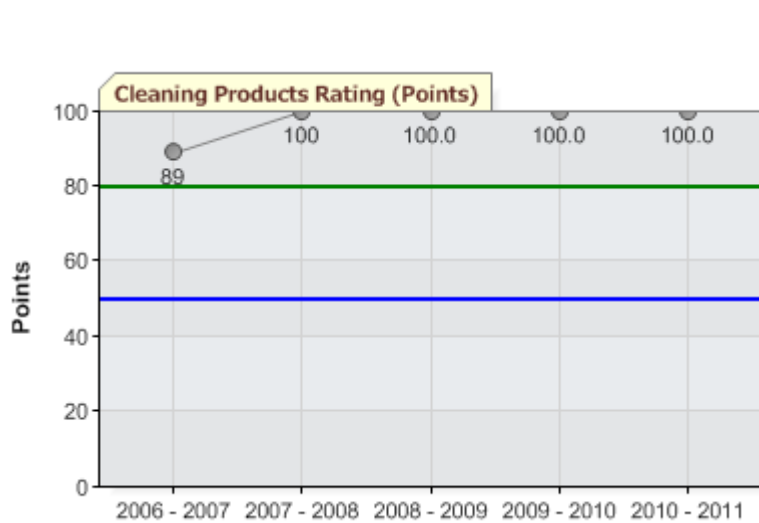


Paper Products Rating (Points) for the year 2010 - 2011 (1 May 2010–30 April 2011) was 100.0 Points, which was 20.0 Points better than the Best Practice level.

Paper Products Measures	Frequency / Percentage Rating	Paper Products Rating (Points)
Office paper	100%	100.0 Points
Serviettes	100%	100.0 Points
Tissues	100%	100.0 Points
Toilet tissue	100%	100.0 Points
Paper towels	100%	100.0 Points
	Overall Rating:	100.0 Points

7. Cleaning

Cleaning Products Rating (Points) ★

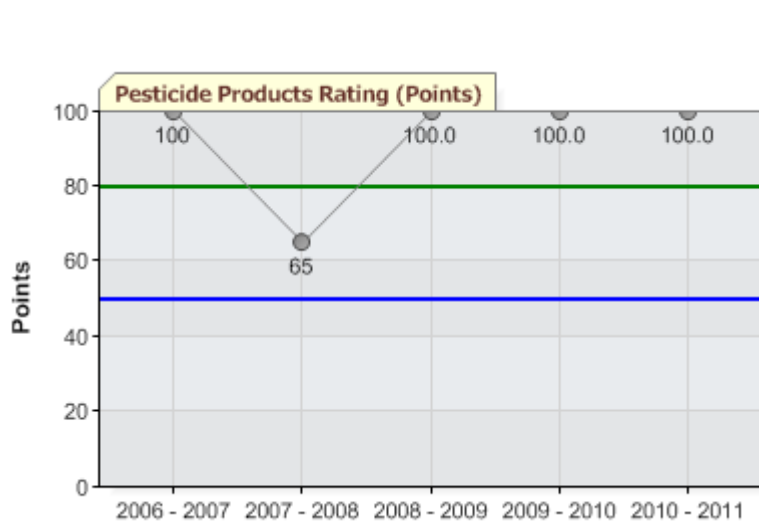


Cleaning Products Rating (Points) for the year 2010 - 2011 (1 May 2010– 30 April 2011) was 100.0 Points, which was 20.0 Points better than the Best Practice level.

Cleaning Products Measures	Frequency / Percentage Rating	Cleaning Products Rating (Points)
Hard floor cleaners	100%	100.0 Points
Carpet cleaners	100%	100.0 Points
Interior surface cleaners	100%	100.0 Points
External surface cleaners	100%	100.0 Points
Glass cleaners	100%	100.0 Points
Detergents	100%	100.0 Points
Personal hygiene	100%	100.0 Points
	Overall Rating:	100.0 Points

8. Pesticides

Pesticide Products Rating (Points) ★



Pesticide Products Rating (Points) for the year 2010 - 2011 (1 May 2010- 30 April 2011) was 100.0 Points, which was 20.0 Points better than the Best Practice level.

Pesticide Products Measures	Frequency / Percentage Rating	Pesticide Products Rating (Points)
Weed killers	Not Relevant / Not Available	100.0 Points
Fungal killers	100%	100.0 Points
Rodent killers	100%	100.0 Points
Insect killers	100%	100.0 Points
	Overall Rating:	100.0 Points

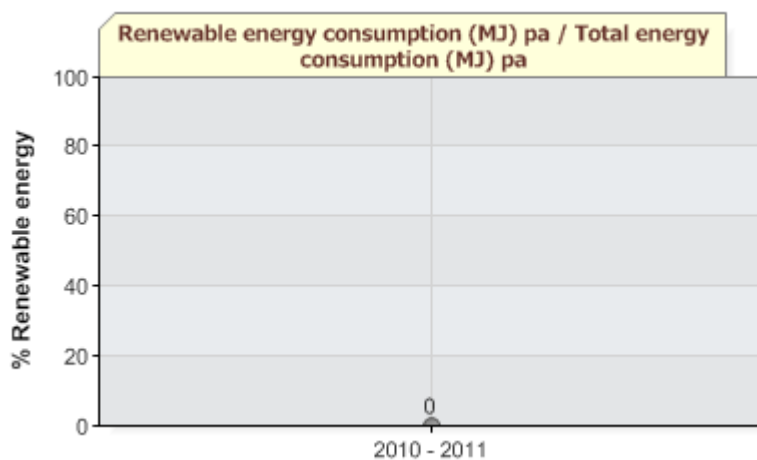
OPTIONAL BENCHMARKING INDICATORS

InterContinental Singapore has also nominated optional Operation Selected and Specified Indicator/s that they consider relevant to their specific operation and locality. The Operation Selected and Specified Indicator/s do not form part of the formal annual benchmarking exercise.

1. Selected Indicators

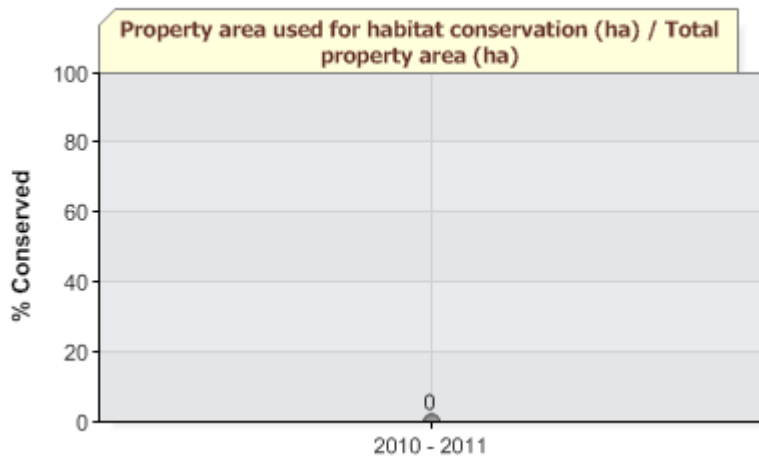
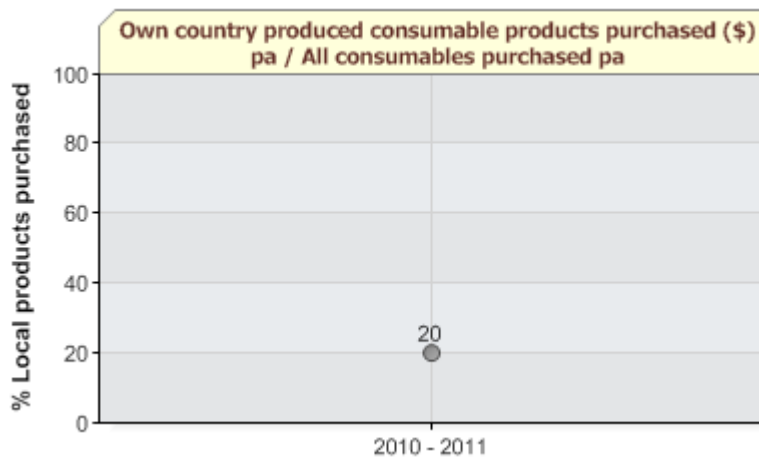
Selected Indicators are from a supplied list of EarthCheck indicators.

Renewable energy consumption (MJ) pa / Total energy consumption (MJ) pa

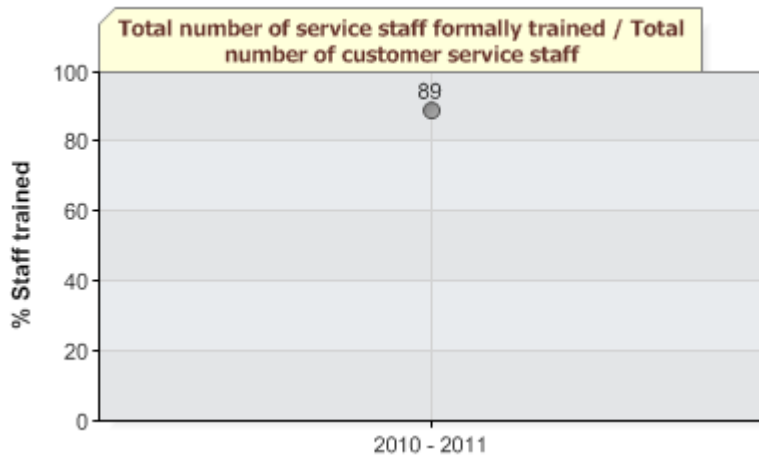


Environmentally accredited operators & suppliers dealt with pa / Total dealt with pa

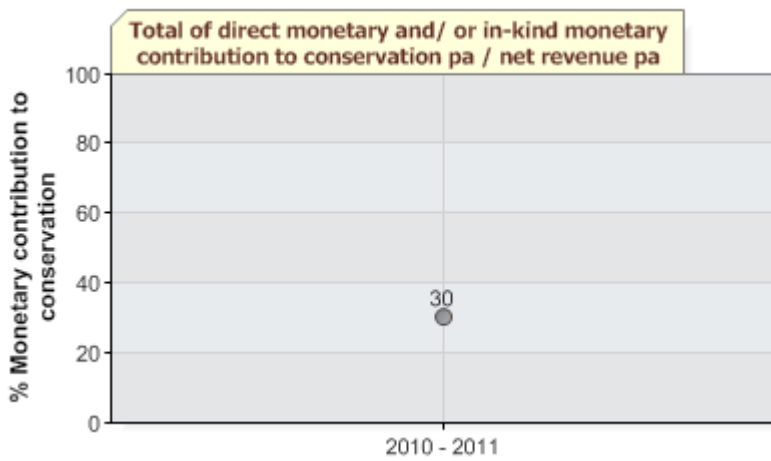


Property area used for habitat conservation (ha) / Total property area (ha)**Own country produced consumable products purchased (\$) pa / All consumables purchased pa**

Total number of service staff formally trained / Total number of customer service staff



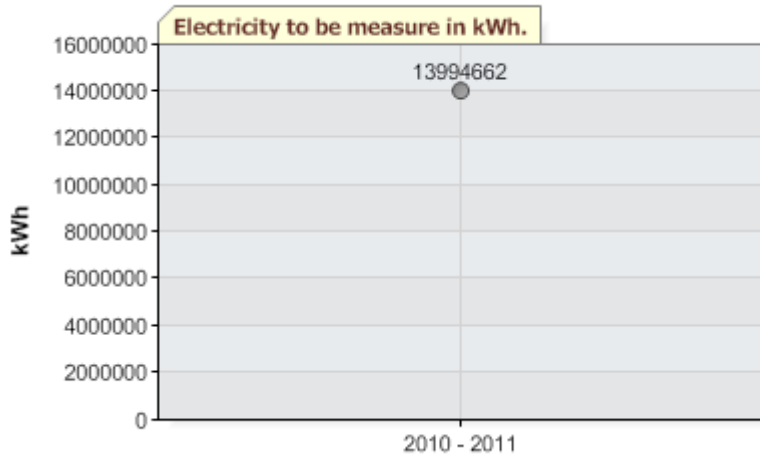
Total of direct monetary and/ or in-kind monetary contribution to conservation pa / net revenue pa



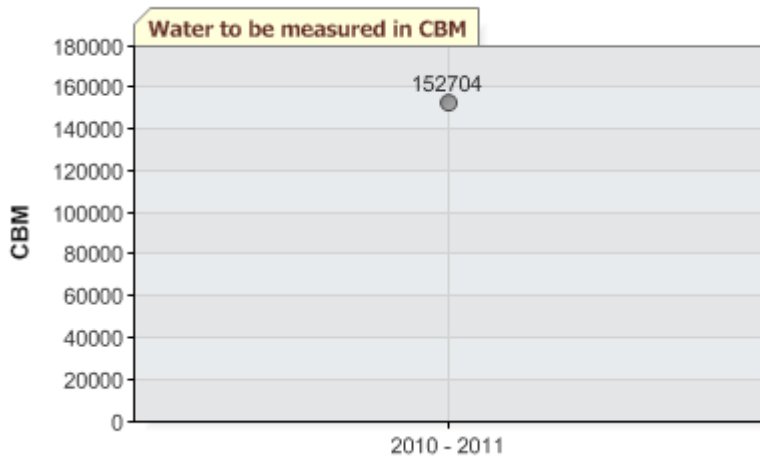
2. Specified Indicators

Specified Indicators are devised by the operator for local and/or internal performance assessment.

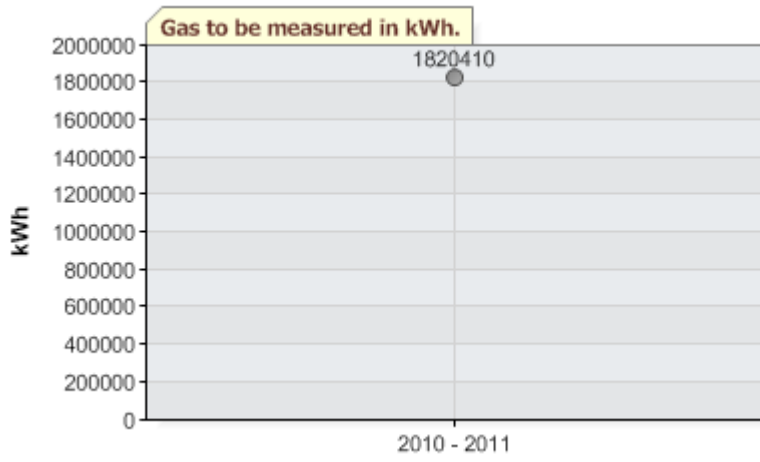
Electricity to be measure in kWh.



Water to be measured in CBM



Gas to be measured in kWh.

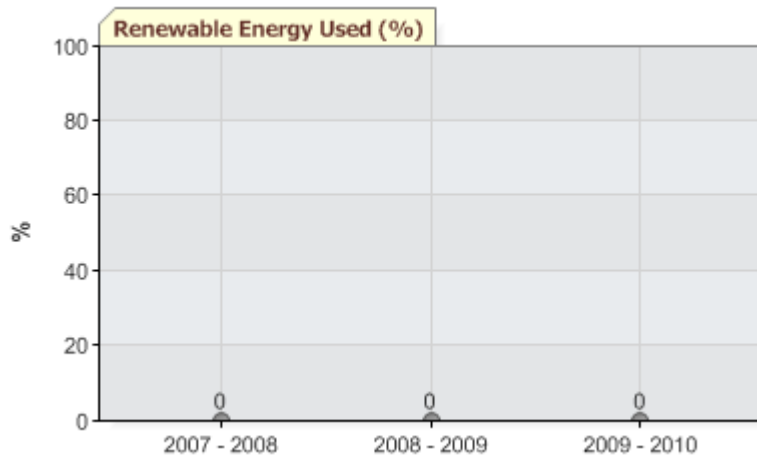


HISTORIC BENCHMARKING INDICATORS

1. Renewable Energy

Renewable Energy % is no longer a supplementary indicator; it is included here for historical reference.

Renewable Energy Used (%)



*The supplied data has been compiled by **InterContinental Singapore** in the prescribed manner, authorised by a senior executive of the company and submitted for an annual assessment.*

CONCLUSION AND RECOMMENDATIONS

Congratulations, **InterContinental Singapore** has passed the requirements to be recognised as an EarthCheck Benchmarked Accommodation - Business Hotel.

In addition to having a Sustainability Policy in place, eleven of the assessed EarthCheck indicators are at or above the Baseline level. From the benchmarking data provided, eight indicators, *Energy Consumption, Water Savings Rating, Waste Sent to Landfill, Waste Recycling Rating, Community Contributions Rating, Paper Products Rating, Cleaning Products Rating* and *Pesticide Products Rating*, are at or above the Best Practice level, which is an achievement to be very highly commended.

Improvements in all the EarthCheck indicators will not only help the environment, but can also help reduce operational costs. Due to the positive commitment that **InterContinental Singapore** has demonstrated to the environment, the assessors are confident that they can maintain or improve performance, where appropriate and practical, in all indicators. In line with EarthCheck Policy this would enable the **InterContinental Singapore** to continue to meet the benchmarking requirements of the EarthCheck program.

APPENDIX

BENCHMARKING POLICY

A member benchmarking for the 5th time (and subsequent assessments) is not permitted to fail any EarthCheck™ indicators (excluding supplementary EarthCheck™ indicators).

SUBMISSION COMMENTS

The following comments were provided at time of submission:

1. *Figure for waste sent to landfill is significantly better than expected as we have in place program for Wet Food Waste from kitchens and F&B Outlets which are collected and sent to the factory and converted to compost.*
2. *EarthCheck Silver Certification Award 2010.*
3. *EarthCheck Bronze Certification Award 2010.*
4. *"Community in Bloom" Silver Award 2010.*
5. *Fire Safety Excellence Award 2009.*
6. *Earth Hour participation on 27 March 2011.*
7. *Project Hammer Charity Drive 2010.*
8. *Supporting the NorthLight School as part of our community contribution under Corporate Social Responsibilities.*
9. *In partnership with National Geographic as part of IHG's Corporate Social Responsibilities.*
10. *Community contributions in raising funds for the earthquake victims in Japan and Christchurch.*
11. *Green Environmental Cards placed in guestrooms to create awareness and encourage guests in change of bed linens and bath towels and bath robes.*
12. *Set up Herbs Garden - Herbs such as Mint leaves, Basil, Pandan and Lemongrass, just to name a few, are grown in the garden and used by the Kitchen Chefs and F&B Outlets.*
13. *Green initiative to grow Organic Passion Fruits in the garden.*

ACTIVITY MEASURE

The benchmarking Assessors sought clarification regarding the Activity Measure as the submitted figure of 170 876 *Guest Nights* was identical to that of the previous assessment. The **InterContinental Singapore** advised:

- "Overnight guests: 170297 (it was a type error – I did not click the save button after keying in the current figure)*
- Day/Banquet guests (total figure needs to be divided by 3): 41 425 (also includes the gym guests)*
- Staff living onsite (number of staff needs to be multiplied by 365): 1146 "*

The following tables were also provided;

CLARK HATCH GUESTS COUNT**Monthly gym attendance from May 2010 – April 2011**

	10-May	10-Jun	10-Jul	10-Aug	10-Sep	10-Oct	10-Nov	10-Dec	11-Jan	11-Feb	11-Mar	11-Apr	TOTAL
Hotel guest	842	758	728	774	676	831	813	771	819	670	760	781	9223
Member	789	735	778	674	712	715	713	713	710	679	720	719	8657
Grand Total													17880

STAFF STAYING IN HOTEL

	10-May	10-Jun	10-Jul	10-Aug	10-Sep	10-Oct	10-Nov	10-Dec	11-Jan	11-Feb	11-Mar	11-Apr	TOTAL
Matthew Lim	31	30	31	31	30	31	30	31	31	28	31	30	365
Chef Lucas	31	30	31	31	30	31	30	31	31	28	31	30	365
Chef Lucas	31	30	31	31	30	31	30	31	31	28	31	30	365
Michael Belanger	0	0	0	0	0	0	0	0	0	0	0	17	17
Harry Thiwarli	0	0	0	0	0	0	0	0	0	0	4	30	34
Grand Total													1146

Sum of Banquet Covers_Total	MthYr												
	10-May	10-Jun	10-Jul	10-Aug	10-Sep	10-Oct	10-Nov	10-Dec	11-Jan	11-Feb	11-Mar	11-Apr	Grand Total
Total	8928	8669	7790	6055	9181	11240	11433	9922	10952	5921	9955	6349	106395

Guest Nights	170297
Staff stay in house	1146
A	171443

TOTAL A + B = 212868 guest nights

Banquet guests	106395
Gym guests	17880
	124275
B	41425

div by 3

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Therefore the Benchmarking Assessors have updated the Activity Measure to XXXX *Guest Nights* based on the following methodology;

Guest Nights: 170 297

Non Resident Day Guests: CLARK HATCH (8 657) and Banquet Covers 106 395

Therefore

$$\begin{aligned} \text{Guest Nights} &= 170\,297 + ((8\,657 + 106\,395)/3) \\ &= \mathbf{208\,648} \end{aligned}$$

WASTE SENT TO LANDFILL

The submitted value of 44 727.8 kg of waste (specified by the operator as uncompacted waste) has been converted into a volume by using the standard conversion of: 1 kg (uncompacted waste) = 0.00333333 m³ or 3.33333 L (i.e. 44 727.8 kg x 0.00333333 = 149.1 m³ or 149 092.5 L). (If the waste is compacted, then the standard conversion is: 1 kg = 0.00153846 m³ or 1.53846 L).

This equates to 0.7 L per Guest Night.

OPTIONAL INDICATORS

The Benchmarking Assessors have removed the following indicator as no data was submitted.

(\$) pa / Net operational turnover (\$) pa – Fund Raising and Charity Drive"

For future assessments the **InterContinental Singapore** is encouraged to submit only numerical values for the *Optional Indicators*.



EARTHCHECK

Benchmarks Assessed by EarthCheck

SUMMARY OF SUPPLIED BENCHMARKING DATA

Activity Measures

Guest Nights	208648
Area Under Roof	49978

Supplied Benchmarking Data

Energy

Energy Consumption (MJ / Guest Night)

Supplied	56934259.2 MJ
Calculated	272.9 MJ / Guest Night
Baseline	480 MJ / Guest Night
Best Practice	336 MJ / Guest Night
Difference	18.8% better than the Best Practice level

Green Power (%)

Supplied	0%
Calculated	0%

Greenhouse Gas Emissions (Scope 1 and Scope 2) (kg CO₂-e / Guest Night)

Supplied	8023614.1 kg CO ₂ -e
Calculated	38.5 kg CO ₂ -e / Guest Night
Baseline	39.6 kg CO ₂ -e / Guest Night
Best Practice	27.7 kg CO ₂ -e / Guest Night
Difference	2.9% better than the Baseline level

Direct Emissions (Scope 1) (kg CO₂-e / Guest Night)

Supplied	368541.3 kg CO ₂ -e
Calculated	1.8 kg CO ₂ -e / Guest Night

Indirect Emissions (Scope 2) (kg CO₂-e / Guest Night)

Supplied	7655072.8 kg CO ₂ -e
Calculated	36.7 kg CO ₂ -e / Guest Night

Water

Potable Water Consumption (L / Guest Night)

Supplied	152704000.0 L
Calculated	731.9 L / Guest Night
Baseline	900 L / Guest Night
Best Practice	630 L / Guest Night
Difference	18.7% better than the Baseline level

Water Savings Rating (Points)

Supplied	83.3 Points
Calculated	83.3 Points
Baseline	50 Points
Best Practice	80 Points
Difference	3.3 Points better than the Best Practice level

Recycled / Captured Water (%)

Supplied	0%
Calculated	0%

Waste

Waste Sent to Landfill (L / Guest Night)

Supplied	149092.5 L
Calculated	0.7 L / Guest Night
Baseline	4 L / Guest Night
Best Practice	2.8 L / Guest Night
Difference	74.5% better than the Best Practice level

Waste Recycling Rating (Points)

Supplied	100.0 Points
Calculated	100.0 Points
Baseline	50 Points
Best Practice	80 Points
Difference	20.0 Points better than the Best Practice level

Recycled / Reused / Composted Waste (%)

Supplied	81.0%
Calculated	81.0%

Community

Community Commitment (%)

Supplied	90.0%
Calculated	90.0%
Baseline	60 %
Best Practice	100 %
Difference	30.0% better than the Baseline level

Community Contributions Rating (Points)

Supplied	97.2 Points
Calculated	97.2 Points
Baseline	50 Points
Best Practice	80 Points
Difference	17.2 Points better than the Best Practice level

Paper

Paper Products Rating (Points)

Supplied	100.0 Points
Calculated	100.0 Points
Baseline	50 Points
Best Practice	80 Points
Difference	20.0 Points better than the Best Practice level

Cleaning

Cleaning Products Rating (Points)

Supplied	100.0 Points
Calculated	100.0 Points
Baseline	50 Points
Best Practice	80 Points
Difference	20.0 Points better than the Best Practice level

Pesticides

Pesticide Products Rating (Points)

Supplied	100.0 Points
Calculated	100.0 Points
Baseline	50 Points
Best Practice	80 Points
Difference	20.0 Points better than the Best Practice level

DETERMINATION OF BASELINE AND BEST PRACTICE LEVELS

General

The values for the Baseline and Best Practice levels for each indicator are derived from extensive worldwide research into available and appropriate case studies, industry surveys, engineering design handbooks, energy, water and waste audits, and climatic and geographic conditions.

National and regional data for per capita energy use, greenhouse gas and other emissions, wastes to landfill and water consumption, where available provide background data for normalisation of the expected performance values for per customer or employee, and/or overall performance of an enterprise being benchmarked. They are used to gauge the regional or national situation and environmental performances that an enterprise is based in, and hence what are reasonable levels to expect the enterprise to achieve.

A benchmarking result at, or above, the Baseline level demonstrates to all stakeholders that the enterprise is achieving above average performance. A result below the Baseline level indicates that an enterprise can and should carry out actions that will make beneficial improvements in performance.

Consideration of Climate

A major determinant of energy consumption in some sectors, primarily those centred on buildings such as accommodation, visitor centres and administration offices will be the dominant climatic conditions in which the enterprise is located. In general, to maintain the same level of indoor comfort, enterprises operating in hot or cold climates will consume more energy than those in temperate climates.

Similarly, it is recognised that in certain sectors a major determinant of potable water consumption will be the climate in which an enterprise is located, in particular those with large grounds and/or significant water-based facilities or activities. That is, enterprises located in hot climates are more likely to consume more potable water than equivalent ones located in cooler climates. Factors that are likely to lead to a higher level of potable water consumption, for example in the accommodation sector, include increased evaporation rates of swimming pools, personal bathing and irrigation demands of grounds. In consideration of this factor, Baseline and Best Practice levels can vary in relation to country location.

Waste Sent to Landfill

The benchmark indicator used for Waste Sent to Landfill is given in litres as waste bins are usually calibrated by volume, and it has been found that the majority of operations do not have access to the weight of material disposed of. However, if a weight is supplied, standard factors are used to convert from weight (e.g., kilograms (kg)) to volume (e.g., cubic metres (m³) or litres (L)). These are: 1 kg (uncompacted waste) = 0.00333333 m³ or 3.33333 L and 1 kg (compacted waste) = 0.00153846 m³ or 1.53846 L.

Operations should make note of the level of compaction when submitting data for assessment by EarthCheck.

Review of Performance Levels

The Baseline and Best Practice performance levels for EarthCheck indicators are continuously reviewed and are likely to change over time. This review by a team of international experts, takes into account "business-as-usual" changes in practices, equipment and facilities, as well as regulations and general improvement trends in performance and procedures. This review is used to update the levels of Baseline and Best Practice, and provides useful feedback to the user of the indicators.

The list below summarises the basic generic rules used to determine Baseline and Best Practice levels for EarthCheck indicators.

- If relevant enterprise sector specific case studies are not available for a type of activity in a designated region, then national averages will be used to ascertain the Baseline level. In this case, the Best Practice level will be set at a minimum of 30% better performance than the Baseline.
- If case study or national data are not available for a specific indicator, then the first enterprise that benchmarks will have its results set as 15% better than Baseline (i.e., half way between Baseline and Best Practice).