



# SUSTAINABILITY REPORT 2012-13

e: [info@tigermountainpokhara.com](mailto:info@tigermountainpokhara.com)

w: [www.tigermountainpokhara.com](http://www.tigermountainpokhara.com)

f: [www.facebook.com/tigermountainpokhara](http://www.facebook.com/tigermountainpokhara)

t: +977 (0)1 442 6427



# SUMMARY

This report has been compiled using verified data collected by Tiger Mountain Pokhara Lodge during the period 2012-13, with additional information collated through key indicators. From our verification we can see that the Lodge is keen to demonstrate their continued commitment to sustainability and conservation management. New, more detailed monitoring process have been put in place, which mean that outputs can be monitored in greater depth and accuracy. The Lodge is placed to play a key role in influencing the Nepal Tourism industry especially regarding their good practice as a responsible employer. Their belief that staff should be well paid and have good job security is clearly demonstrated by the excellent terms and conditions that their employees receive. There is a clear commitment to the wellbeing of the local community, with the Lodge continuing to make contributions both financial and practical.

## KEY ACHIEVEMENTS

- Development of key policies and procedures relating to sustainability
- More detailed systems of monitoring in place
- Significant increase in salary and benefits compared to the minimum wage
- Sharing experiences of sustainable tourism management with developing destinations
- High staff satisfaction demonstrated through low staff turnover
- Increase in staff philanthropy in terms of time

## KEY AREAS FOR FUTURE IMPROVEMENT

- Development of corporate donation from reserves to increase charitable donation
- Continued review of local purchases to ensure priority to Nepali goods wherever possible
- Enhanced effort to reduce CO2e emissions through improved generator and vehicle management, conversion of pathway lighting to electricity, etc.
- Improved monitoring of water usage through better data collection and, if possible, better water meters.
- Improved monitoring of waste to provide more accurate data on recycling re-use and landfill specially for plastic and metal

## ENVIRONMENT

11.1 kg per bed-night increase in total guest CO2e emissions  
10.7 kg per employee increase in total staff CO2e emissions  
0.1 kg per bed-night increase in total guest chemical usage

## SOCIAL

### Employee Satisfaction

87% of employees have worked at the lodge for over 10 years  
99% of workdays are permanent

### Local Employment

32% of permanent employees are from the village  
4% decrease in permanent employees from the village  
7% of permanent employees are from the local area  
5% increase in permanent employees from the local area  
78% of casual employees are from the village  
16% decrease in casual employees from the village  
17% of casual employees are from the local area  
10% increase in casual employees from the local area

### Female Equality

7.3% of permanent employees are female  
0.2% increase in permanent female employees  
22% of casual employees are female  
24.5% decrease in casual female employees

## ECONOMIC

### Employees

Permanent employees median salary is 377% above minimum wage  
Casual employees average daily wage is 61% above minimum wage  
18% increase in permanent staff average monthly salary  
22% increase in casual staff average daily wage

### Salary Geographic Spread

30% of wages are for permanent employees from the village  
6% of wages are for permanent employees from the local area  
74% of daily wages are for casual employees from the village  
6% of daily wages are for casual employees from the local area

### Charity

0.1% of profits were donated to charity  
410 staff hours were given to charity

### Supply Chain

0.2% of supply chain is spent within the village  
13% of supply chain is spent within the local area  
21% of supply chain is spent within Nepal

### Overall Shared Value (including salary, supply chain and charity)

12% of overall annual spend is spent within the village  
13% of overall annual spend is spent within the local area  
21% of overall annual spend is spent within Nepal

# CONTENTS

1. LODGE & GROUNDS

p6

2. ORGANISATION & MANAGEMENT

p14

3. CHARITY

p22

4. FUTURE

p24





Tiger Mountain Pokhara Lodge is located in the Kaski District of Nepal, close to the city of Pokhara and the foothills of the Annapurna range. The Lodge is situated in the settlement of Kandani Danda, which is a spur ridge running roughly east-west into the Pokhara Valley. The southern side of the ridge is predominantly agricultural with dotted hamlets and village settlements, often comprising of one community, clan or caste. The northern side tends to be well wooded by a combination of both private and community forest. The village is reputed to have been settled approximately 200 years ago with migrants from the northwest Kaski District and other areas. It developed into a predominantly Brahmin and Chhetri community, which gives the community its orthodox Hindu culture.

With most of tourism clustered around the south-west end of Fewa Lake, it was felt there was a need and opportunity for tourism products that were not tied to Pokhara's lake shore. The site of the Lodge, instead, uses the magnificent Himalayan panorama as its backdrop. From the start, the concept of responsible conservation tourism was enshrined in the project: in the building design, the activities and the ethos of the operations.

“  
**The lodge was built using 300 local labourers and 40 craftsmen.**  
 ”

## LODGE AND GROUNDS

### THE LODGE

Tiger Mountain Pokhara Lodge was built during 1997-8, after consultation with the local community, and has not been structurally modified since this date. The Lodge was designed by Philip Beck, a young American architect, who spent time exploring Nepal's diverse rural architecture in the hills and mountains at varying altitudes before starting on the design. The brief was to create a village-style resort with minimal environmental impact and placing value on the traditional architecture and culture of the area. The dramatic hilltop position makes the Lodge effectively invisible from all but aircraft overhead and by working with the natural contours of the scenery, architects were able to prevent buildings from breaking the skyline, without cutting down trees, and clustering the individual bungalows in the style of local villages. The main dining room and bar area reflect the local cultural traditions of spacious terraces and shady verandas.

### CONSTRUCTION

The construction complies with local and national regulations and was constructed in line with national regulations for earthquake proofing at the time of construction. This includes the use of RCC ring beams and pillars to reinforce the buildings. Construction is all in local, traditional materials and was built by some 300 local labourers and 40 craftsmen, led by Buddhi Bahadur Thapa –

currently head of maintenance at the Lodge. Philip was assisted by a Nepali, Prabal Thapa, who had recently qualified as an architect in Vienna, and today is one of Nepal's leading architects for both heritage conservation and new building.

The Lodge was built using raw local stone from the community quarry, government approved rich Sal timber from the Nepal Terai plains, and pine from the western hills. Traditional mud mortar is used where practicable and cement mortar only where load or other engineering need makes it necessary. Natural red-earth plaster is used on several of the buildings and local women were employed to plaster the houses in the traditional manner. The majority of the staff working in the Lodge today formed part of the team who built the property.

A swimming pool was added in 1999-2000 and then later changing rooms and a jungle toilet. All were constructed with sustainable resources – bamboo and thatch grass. The toilet is a soak-away system situated so there is no risk of polluting any watercourses. In 2013, a new building was constructed within the pool complex, for the purpose of storing outside dining chairs and tables. The construction used bamboo and thatch grass cropped from the Tiger Mountain Pokhara Lodge Khar Bari (thatch grass meadow), again using the local expertise of Buddhi Bahadur Thapa.

## THE GROUNDS

In the development of the Lodge, the surrounding woodland was encouraged and its protection enhanced biodiversity. The bird population of Tiger Mountain and its vicinity consists of at least 300 different species with an estimated average of three to five new species reported annually. There has been a noticeable increase in sightings of birds in the Lodge compound itself, and the birds appear to be increasingly tolerant of human presence. A butterfly monitoring project guided by Colin Smith, Nepal's leading butterfly expert, saw an average annual increase in species sighted of 18 per year. Currently over 270 different species of butterfly have been observed in the Lodge area. There has been a notable increase particularly in species that depend on grasses, such as Grass Yellows. These results endorse Tiger Mountain's policy of natural landscaping and validate the reported increase in local biodiversity.

The grounds encouragement of local biodiversity and natural life-cycles is supported by the Lodge's policy of minimal exotic vegetation. The exception to this is the vegetable gardens, which produce vegetables for consumption within the Lodge. All wildlife sightings are logged in checklists and the data is made publicly available.

## INCORPORATION OF LOCAL CULTURE

There are various examples of traditional handicrafts displayed within both the main lodge and the bedrooms. Traditional bronze dinner plates and copper dishes are used for serving Nepali cuisine at meal times, and traditional bronze work can be found throughout the main buildings and the bedrooms.

The dietary tastes and requirements of the guests may vary, and the kitchen staff are equipped to cater to a variety of special diets. Nepali cuisine comprises more than 65% of the menu. Dal Bhat, the traditional meal of lentils, rice and curry, is offered for both lunch and dinner and a Nepali-orientated breakfast of dahi (yoghurt), roti (flat bread), vegetable curry and masala omelette is also offered. As Nepal is a predominantly a Hindu country beef is not on the menu.

## COMMUNITY CONSIDERATION

Tiger Mountain Pokhara Lodge is extremely committed to the principles of sustainability and any potential impact made on the local community. In the past, the Lodge has supplied two public water taps and four private taps to ensure that a reasonable water supply is available, rather than accessing water from a muddy spring 152m (500ft) below the Lodge. Since this original supply scheme, a new water supply system is in place and the public taps remain functional to provide

a backup in case of failure of the new system. The private taps benefit 20 people directly and are in routine use. In return for organic manure, the Lodge's neighbours are permitted to cut grass for their cattle and goats. Thinnings from trees and bamboo, etc. are made available when landscaping take place.

There are no formal / legal rights of way over the property but neighbours to the Lodge are welcome to use the paths through the grounds. For example, relatives of employees frequently cut through the property to and from work as well as parking their motorcycles in the lodge car park. Villagers collecting fodder and firewood from the community forest also use the paths that dissect the property. Casual visitors from the wider local community are escorted round the grounds and our policies are explained as part of wider awareness generation. Some 500-1000 nonresident visitors are shown round annually.

### **SPECIAL NEEDS**

The Lodge has dedicated staff to handle the needs of any physically disabled and visually impaired guests, as far as the natural topography permits. The layout of the Lodge is spread over substantial grounds, with some bedrooms perched on the incline of the hill, so the Lodge is not suited to individuals with poor mobility or breathing difficulties.

## **ENERGY / FUEL MANAGEMENT**

### **Electricity**

The main source of energy used is electricity supplied by the Nepal Electricity Authority, which is largely comprised of hydropower. Hydropower is optimal during monsoon season when rainfall is at its highest, subsequently, prior to monsoon season, there are times when electricity can be unavailable for up to 16 hours per day. Due to regular power cuts, the Lodge is forced to run one of two backup diesel generators to ensure electricity is supplied; generator usage is tailored to meet the capacity needs of the Lodge, to reduce fuel consumption and CO<sub>2</sub>e emissions. The generators are regularly serviced to ensure maximum efficiency and are only used for minimum designated periods of time or in exceptional circumstances.

A low-energy light bulb replacement scheme has been initiated and currently over 90% have been replaced by compact fluorescent lighting. The scheme was reintroduced once the previous lack of durable low-energy lighting available in Nepal was resolved.

Generator diesel consumption increased by 93% since 2011-12 due to increased load-shedding and problems with the water pumps requiring increased use of the generator to maintain sufficient water supply.



### Kerosene

Currently all pathways are lit by kerosene lanterns. Until a suitable alternative has been found, the usage of kerosene is minimised by placing guests in the same area and extinguishing the lanterns as soon as last guest has retired. Heating in guest rooms is also provided by kerosene; this is kept to a minimum by use of an 'on request only' policy.

### Firewood

The main lodge area is heated in winter months by an open fire. A second open fire is located in the dining area. Due to the lack of local briquette manufacturers, all fuel for the Lodge's fires are off-cuts supplied by the local timber mill.

### Liquid Petroleum Gas (LPG)

LPG heaters are used to supplement the open fires in the coldest weather. When there are few guests, LPG heaters may also be used to heat areas of the dining room in the mornings as an alternative to lighting a fire.

LPG is the main source of fuel for cooking. Pressure cookers are a regular feature of the Nepali kitchen and are used at the Lodge. They require less energy than other methods of cooking – with the added bonus of requiring low quantities of water for boiling, and destroying any potential microorganisms.

Guest LPG usage has remained almost constant since over the last year; but staff usage has increased by 12.9% due to increased facility for staff to cook their own extra meals.

### Solar Panels

Solar power is used to heat hot water for the staff and 2 of the 19 guest rooms. Due to the site topography, slope aspect of roofs and shading by trees not all rooms are able to have solar heated water.

### Diesel / Petrol

All vehicles are regularly serviced to minimise emissions and all activities are structured to minimise fuel usage.

Staff are encouraged to use public transport where possible; however increased disposable income has allowed staff members to purchase motorbikes that increases personal CO<sub>2</sub>e emissions.

### Example CO<sub>2</sub>e Emissions\*

per person per day

UK: 21.6 kg

US: 48.2 kg

Nepal: 2.7 kg

### GUEST CO<sub>2</sub>e EMISSIONS

 **57.9** TONNES  
19.5 KG PER BED-NIGHT

 **35.1** TONNES  
11.8 KG PER BED-NIGHT

 **13%**  
REDUCTION OVER  
THE LAST 5 YEARS

\* <http://data.worldbank.org/indicator/EN.ATM.CO2E.PC>

**Total Guest CO2e Emissions in kilogrammes (per bed-night)**

	2012-13	2011-12		Difference
Electricity	749 (0.3)	628 (0.2)	↑	121 (0.1)
Firewood	280 (0.1)	400 (0.1)	↓	120
LPG	8,281 (2.8)	8,364 (2.8)	↓	83
Kerosene	5,418 (1.9)	4,876 (1.6)	↑	542 (0.3)
Diesel Generator	43,176 (14.5)	22,359 (7.4)	↑	20,817 (7.1)
Transport - Diesel	14,574 (4.9)	6,704 (2.2)	↑	7,472 (2.7)
Transport - Petrol	20,541 (6.9)	17,693 (5.9)	↑	2,848 (1.0)
<b>Total</b>	<b>93,019 (31.3)</b>	<b>61,024 (20.2)</b>	<b>↑</b>	<b>31,995 (11.1)</b>

**Staff CO2e Emissions in kilogrammes (per employee)**

	2012-13	2011-12		Difference
Electricity	69 (1.7)	61 (1.5)	↑	8 (0.2)
LPG	4,720 (115.1)	4,182 (104.6)	↑	538 (10.5)
<b>Total</b>	<b>4,789 (116.8)</b>	<b>4,243 (106.1)</b>	<b>↑</b>	<b>546 (10.7)</b>

**WATER MANAGEMENT**

Water is a valuable commodity in Nepal, especially during the dryer months. It is therefore important that the Lodge ensures sound water use and disposal, making every effort to eliminate wastage. As the Lodge's water is pumped over 300m (1,000ft), conservation of water is of utmost importance, and all leaks are fixed as soon as

possible. Daily checks are made to all rooms, water tank levels and the main pipework.

The Lodge records the volume of water pumped from the well and its application to laundry or general guest and local villager use. Due to regular malfunction of the water meters, readings are of variable accuracy.

All laundry is done by hand, which allows the Lodge to reduce its electricity usage and the volume of water that would be used by commercial washing machines as well as increasing local employment.

Water consumed at the Lodge (including guest use, staff and private tap use, garden irrigation and a neighbour's irrigation of vegetables grown for sale to the lodge) was approximately 84.4 to 84.5\* litres per bed-night.

Water monitoring only started in 2011/2012 but was not accurate and therefore has not included.

**Waste Water**

Sewage from the Lodge drains into septic tanks located away from water sources; grey water is drained into separate soak-away systems or into sewage cesspits.

\* These figures have not been independently verified

## WASTE MANAGEMENT

Although there is a lack of nationwide strategy for recycling, Tiger Mountain Pokhara Lodge pride themselves on their organisational ethos to minimise waste materials, and recycle and reuse items wherever feasible.

### Plastic

The Lodge tries to minimise all plastic bag usage, instead encouraging the use of linen shopping bags or shopping crates. Food is packed in reusable plastic storage boxes instead of plastic wrap and tinfoil for guests on excursions and storage in the kitchen. Packed lunches for departing guests are provided in recyclable cardboard packaging. Compostable bags are used wherever possible, however it is not currently possible to purchase these in Nepal. Reusable linen bags are used instead of plastic bags for guest laundry.

All compostable plastic bags went into the Lodge's garden compost. The majority of other plastic is taken by local Kawarris (recycling agents) for re-use or recycling as appropriate. It is difficult to obtain any breakdown of what happens to the plastics from the Kawarri community.

### Glass and Metal

All intact glass and scrap metal is taken by Kawarris for re-use and recycling. The income from their sale is distributed among the staff as an

incentive to recycle. Broken glass and crockery is currently buried on site in safe locations to prevent injury or pollution.

A total of just 1% of waste glass and crockery was sent to landfill. Accurate weights of all metal sent for recycling will be initiated in 2014

### Paper

Paper is reused in the office and then incinerated. Soft copy and scanning is emphasised to minimise paper documents. Use of wood pulp paper has been reduced by the conversion to sustainably sourced, handmade Nepali paper made from daphne, mulberry or grass fibre. Only wood pulp paper is used for essential printing that cannot be done on Nepali paper – the largest office consumption, printing guest bills, was entirely converted to Nepali paper in 2009.

### Oil


Leftover cooking oil is stored outside in a metal drum and then refined by the Kawarris for reuse.

### Organic Waste

Biodegradable waste is either composted or taken by neighbours as livestock feed. Garden waste is composted or burnt and the potash added back to the compost.

## GUEST CHEMICAL USAGE

535 KILOS  
1602 LITRES  
0.2 KILOS & 0.5 LITRES  
PER BED-NIGHT



## Total Guest Recycled Waste (per bed-night)

	Incinerated		Landfill		Recycled / Reused		Stored		Total		Difference
	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13	2011-12	
Glass (kilos)	-	-	16	not monitored	1460	not monitored	not monitored	not monitored	1476 (0.5)	not monitored	
Metal (kilos)	-	-	not monitored	not monitored	not monitored	not monitored	-	-	not monitored	not monitored	
Other (kilos)	-	-	not monitored	not monitored	-	-	-	-	not monitored	not monitored	
Organic (kilos)	-	-	not monitored	not monitored	not monitored	not monitored	-	-	not monitored	not monitored	
Paper (kilos)	45	not monitored	-	-	8	not monitored	-	-	53 (0)	not monitored	
Plastic (kilos)	-	-	not monitored	not monitored	155.5	209	-	-	156 (0.1)	209 (0.1)	↓ 53
Generator Oil (litres)	-	-	-	-	78	72	-	-	78 (0)	72 (0)	↑ 6
Kitchen Oil (litres)	-	-	-	-	80	160	-	-	80 (0)	160 (0)	↓ 80
Other (litres)	-	-	not monitored	not monitored	-	-	-	-	not monitored	not monitored	↓
Motor Oil (litres)	-	-	-	-	132	148	-	-	132 (0)	148 (0)	
<b>Total (kilos)</b>	<b>45</b>		<b>16</b>		<b>1,623.5</b>	<b>209</b>			<b>1685 (0.5)</b>	<b>209 (0.1)</b>	
<b>Total (litres)</b>					<b>290</b>	<b>380</b>			<b>290 (0.1)</b>	<b>380 (0.1)</b>	

Waste is in the earlier stages of monitoring.

### HARMFUL AND HAZARDOUS SUBSTANCES

“Eco-friendly” products are not available in Nepal and so the Lodge is restricted to purchasing items that are fit for purpose and produce minimal harmful effects; for example there is now no disposable battery usage since the introduction of wind-up torches for all guest rooms. Benzalkonium chloride based cleaners are prioritised over sodium hypochlorite bleach as they are considered to be much more effective in smaller quantities. If a new

environmentally superior product becomes available for purchase the Lodge will ensure that this product is preferred.

All guest soap is natural and environmentally biodegradable. Chemical cleaners are kept to a minimum for hygiene specific use and aerosols such as air-fresheners and chemical furniture polish is avoided. Due to the lack of effective alternatives, laundry soap is currently detergent based however, laundry staff make every effort to minimise usage consistent with effective cleaning.

In the vegetable gardens, only animal manure, compost and organic fertilisers are used and preference is given to using vegetable compounds as natural biocides such as Neem. Bordeaux Mixture is used when essential.

The buildings are maintained, where possible, using products that have no detrimental effect on the environment. Rendered exteriors are traditionally plastered with a mud and cow-dung mixture and exterior wood is maintained with a natural turpentine and mustard oil mix. Furniture is protected using traditional chopra (shellac) and exterior walls are painted with traditional red emulsion consisting of natural ingredients.

The swimming pool is maintained with minimum chemical levels for hygiene currently prioritising copper salts through a solar powered Floatron device ([www.floatron.com](http://www.floatron.com)) and minimum supplemental chlorine in peak periods of pool use.

### OTHER POLLUTANTS

Generator noise is minimised by ensuring that they are housed in buildings away from guest bedrooms and local houses, they are only used for designated periods, and are turned off at night after the last guest has retired.

Although individual lodge buildings are spread across the grounds, light pollution is minimal as no outside lighting is left on overnight and no lights are left on in the main building.

In line with national legislation, smoking is not allowed inside any of the Lodge's buildings and staff are not allowed to smoke on the premise.

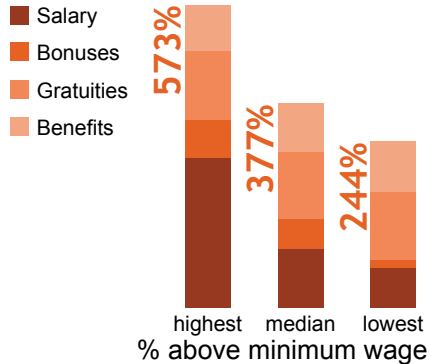
“  
Local women  
plaster the guest  
bungalows  
using traditional  
methods.”

### Total Guest Chemical Usage (per bed-night)

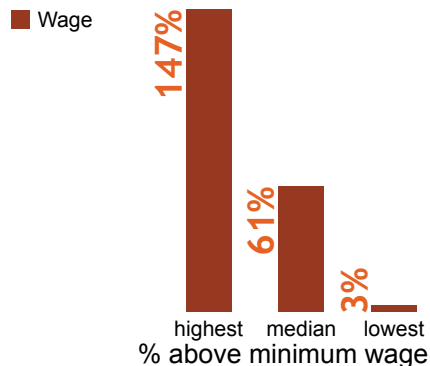
	2012-13	2011-12		Difference
Solid (kilos)	535.2 (0.2)	421.9 (0.1)	↑	113.3 (0.1)
Liquid (litres)	1602.4 (0.5)	1392.3 (0.5)	↑	210.1 (0)

# ORGANISATION AND MANAGEMENT

## FAIR SALARIES PERMANENT EMPLOYEES



## FAIR SALARIES CASUAL STAFF



## CORPORATE GOVERNANCE

Fiscal responsibility is a defining arbiter of corporate governance; the Lodge adheres to relevant legislation, Accounting Standards and pays all due taxes in a transparent manner.

An absolute ban on inappropriate financial transactions was made in late 2001 and has been upheld to date. No inappropriate entertainment of government or other authorities has occurred and government officials only enter the property on official duty.

In 2014, Tiger Mountain Pokhara Lodge launched a thorough review of existing policies, which have now been expanded and improved in line with international good practice and international tourism scheme certification (Sustainable Tourism Eco-certification Programme - STEP).

## STAFF WELFARE

Employment terms and conditions of service are competitive and are defined in the Company Rules. All members of staff receive an appointment letter prior to commencing their post, have access to the Labour Act, health and safety issues, fair grievance procedures and fair disciplinary procedures. Senior staff members receive specific written job descriptions relevant to their post.

## Salary, Bonuses and Gratuities

Remuneration is paid monthly by bank transfer and is well in excess of the statutory requirement of 8,000 Nepalese Rupees (NPR) per month, which was raised by 29% from 6200 NPR by the Nepal Government in May 2013. Emergency and routine salary advances are made quickly on application to ensure employees have sufficient funds for unexpected situations.

Regular employees are entitled to have an account with a recognised provident fund. The Lodge makes monthly deductions from the employee's salary and matches this with an equal amount at the rate of 10% of basic pay or as required by prevailing legislation.

Regular employees who have completed at least three months as regular employees before Dasain are entitled to receive the Dasain bonus. The bonus is equal to one month's basic pay, payable in the month preceding Dasain. Any employee who leaves employment before Dasain will not receive the Dasain bonus.

In each financial year, the Lodge pays 10% of its pre-tax net profit to the regular employees and Company Secretary as a bonus in accordance with the Bonus Act 2030 (1974) or as amended. For contract staff bonuses will be payable if stipulated in the contract and if the employee has

completed at least six months employment within the relevant financial year.

Staff gratuities from guests are managed directly by the staff in a transparent and ethical manner. Gratuities are distributed equally between all staff. The statutory service charge is paid monthly to all employees.

**Benefits**

Medical benefits are significant and apply to all employees and their families (including parents of unmarried employees) equally, irrespective of rank or service period. Full cover for all medical fees, medicines, operations, etc. is included. A total of 465,407 NPR was paid out in 2012-13.

Regular employees receive an education allowance for a maximum of two children in accordance with the prevailing scale and terms set by the company.

The company provides accident insurance cover for all regular and contract employees.

Staff who live outside Kaski District are entitled to a road allowance for monsoon leave at the prevailing rate and terms.

Meals are provided in accordance with the Lodge’s ration scales, which amounted to 32,346.68 NPR per year per staff member.

The Lodge provides uniforms to all full-time employees; uniforms are issued to each new employee and replaced on a fair-wear-and-tear basis.

For those employees who do not reside in the vicinity of the company’s operations, suitable staff accommodation is provided, according to designation.

“  
87% of employees  
have worked at the  
Lodge for over ten  
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**Cumulative Pay above the Minimum Wage and Annual Increase**

	Salary (%)		Bonus (%)		Gratuities (%)		Benefits(%)	
	2012-13	Increase	2012-13	Increase	2012-13	Increase	2012-13	Increase
Lowest	68	↑ 28	87	↓ -58	170	↑ 169	244	↑ 56
Medium	97	↑ 16	160	↑ 33	282	↓ -16	377	↑ 0
Highest	275	↑ 19	347	↑ 30	469	↓ -16	573	↓ -16

**PERMANENT****98%**ARE  
NEPALESE**39%**

ARE LOCAL

**CASUAL****100%**ARE  
NEPALESE**94%**

ARE LOCAL

**Working Hours**

As is typical of the tourism industry working hours can be long, and vary according to numbers of guests. Departmental managers ensure regular rest periods and allocation of duties to mitigate long working hours. Periods when the Lodge is busy are followed by times when there are fewer guests which allows the staff to have more time to rest.

**Leave Entitlement**

Leave complies with national legislation and company policy, taking into account the specific staffing needs of a small lodge operating within the tourism industry, with widely variable levels of occupancy. Leave is granted in accordance with the Company Rules and attendance records are up-to-date.

Annual leave breaks down into 60 days comprising of 30 days home leave, 15 days for public holidays adopted by the Hotel Association of Nepal and 15 days statutory sick leave. Monthly leave is four days as a substitute leave for the Saturday worked during a month. In addition, road leave of two days is given to those staff whose journey time to their principal residence impinges unduly on their leave quota. Other leave includes funeral, maternity, paternity, house building and special leave with and without pay.

**Local Employment**

Staff turnover is exceptionally low and about 74% of staff have been employed since the opening of the Lodge. 87% have worked at the Lodge for more than 10 years. The percentage of staff from outside the local area is an apparent anomaly; at the opening of the lodge, there were few local candidates interested in performing the tasks associated with a tourist lodge. While in Chitwan (Megghauli VDC predominantly) many staff had worked at or had relatives working at the sister company, Tiger Tops, thus providing a pool of knowledgeable candidates. Policy was changed to prioritise employment from the local community and all appointments made since 2001 have been local.

**Geographical Spread of Senior Staff (%)**

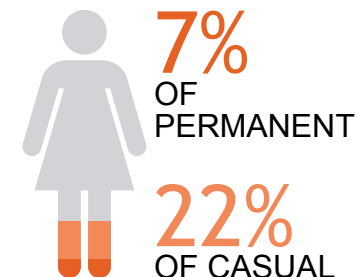
	2012-13	2011-12	Difference
Village	10.0	10.0	0
Local	0	0	0
National	80.0	80.0	0
International	10.0	10.0	0



## Geographical Spread of Employees

	Permanent (%)			Casual (%)		
	2012-13	2011-12	Difference	2012-13	2011-12	Difference
Village	31.7	35.7	↓ 4.0	77.8	93.3	↓ 15.5
Local	7.3	2.4	↑ 4.9	16.7	6.7	↑ 10.0
National	58.5	59.5	↓ 1.0	5.6	0	↑ 5.6
International	2.4	2.4	0	0	0	0

## FEMALE



## Female Employment

Tiger Mountain Pokhara Lodge does not believe in positive discrimination and it is felt that a position should be awarded to the best candidate for the role irrespective of gender. Applications are actively welcomed from female candidates, however there are currently no women employed with direct customer contact at the Lodge.

## Percentage of Females

	2012-13	2011-12	Difference
Permanent	7.3	7.1	↑ 0.2
Casual	22.2	46.7	↓ 24.5
Senior	0	0	0

## Average Salary as a Percentage above Minimum Wage

	Permanent (%)			Casual (%)		
	2012-13	2011-12	Difference	2012-13	2011-12	Difference
Female	323	437	↓ 4.0	24	8	↑ 16
Male	399	558	↓ 4.9	72	39	↑ 33
<b>Difference</b>	<b>↓ 76</b>	<b>↓ 121</b>		<b>↓ 48</b>	<b>↓ 37</b>	

“  
**The enthusiasm of the staff for responsible tourism verification grows year on year and it is very motivating to engage together with the issues and develop innovative solutions to the challenges posed.**

Marcus Cotton - MD

”

#### STAFF IMPACT

Sustainability is not considered to be a top-down issue at the Lodge, and all staff are encouraged to become involved. The staff themselves monitor the impact of the Lodge and subsequently have expanded their knowledge and awareness on sustainability and related issues. For example, despite incidences of bribery that is a feature of Nepali life, the staff have developed a strategy of not tolerating any incidence of bribery.

The Sustainable Action Group (SAG) is an informal staff-led forum, which was established in 2009 comprising of any staff member who wishes to be involved on an ad-hoc basis. The group holds meetings to discuss areas of policy and issues of responsible conservation tourism and its application within the Lodge and community. The group has found it a challenge to sustain SAG meetings two to three times a year, due to busy work schedules and it is planned to ensure that regular meetings are held by introduction of an external moderator / facilitator in 2014.

#### GUEST IMPACT

All guests are informed about cultural responsibility when they arrive at the Lodge, and guides can be relied upon to provide information when escorting the guests locally. The guides also provide information and advice to guests about appropriate clothing.

In addition to the locally produced jewellery items made by the wife of one of the staff (providing her with an approximate 4,500 NPR profit per month during the operating season), guests are encouraged to buy local and traditional produce from the Lodge shop, such as traditional bronze work, locally produced artisanal soaps and paper products. The Lodge recommends shops in Pokhara with local produce.

A room information folder, a key aspect of Tiger Mountain Pokhara Lodge's provision of responsible conservation tourism information to guests, is in every room. This guide contains general information about the Lodge, emergency procedures, available activities, and fair-trade items for sale, the local community, mountaineering expeditions and affiliate conservation charities as well as background information on Nepali history and a general reading list. The same information is provided online for travel agents and can be copied to guests electronically. Responsible travel advice is highlighted within the room information to provide simple guidelines that are easy to apply while staying at the Lodge.

The trained and experienced local guides are knowledgeable about the culture, flora, fauna, and particularly the many species of birds to be found in the Pokhara area. Guides accompany guests on walks and other relevant activities. The

Lodge also offers a range of alternative therapies such as Ayurveda, based on traditional medicinal treatments, yoga and massage.

### SUPPLY CHAIN MANAGEMENT

Tiger Mountain Pokhara Lodge consistently purchase locally sourced and produced items in order to boost local trade and minimise transport emissions. If the Lodge is unable to purchase an item locally the following is considered:

1. How essential is this item?
2. Can a viable alternative be found?
3. Where can this item be accessed?
4. What is the cost of purchasing or transport?
5. Can costs be minimised?

Due to availability of items in Nepal, there are restrictions to purchasing, and as a high-end accommodation provider, the Lodge prides itself on the quality of its furnishings, fixtures and fittings. As such, it can be argued that to cater for the needs of the clientele it is inevitable that a certain amount of purchases will be made from international suppliers. Despite this fact, 30.1% of goods held in stock are local purchases, with 44.9% purchased nationally and only 25% of items being supplied by international producers.

The Lodge aims to purchase as much as possible from the immediate community only moving out

as little as possible to source required items.

Where possible organically grown vegetables are purchased, however it is not possible to ascertain guarantees or certification locally that products are grown organically, and thus no claims can be made that any individual item is organic unless grown in the Lodge compound.

There are no legal requirements in Nepal regarding labelling of calorific value, detailed ingredients or allergy advice; however, the majority of the food is produced from scratch and so kitchen staff are aware of the value of their ingredients. Similarly, there are no schemes related to meat and fish farming in Nepal and so it is not possible to confirm if purchases are organically or humanely farmed.

Health and Safety / Food Safety inspections and associated legislation is weak in Nepal and provides little or no guarantee of quality for products sold in the open market. A reliance on instinct and visits to suppliers' factories wherever possible is the only effective process available.

The Lodge works with local farmers and women producers in the immediate vicinity to encourage production of fruit and vegetables for purchase. Where the Lodge has successfully pioneered cultivation of a particular item and wishes for scaled-up production, local producers are approached.

### BREAKDOWN OF SUPPLY CHAIN



### CAMPAIGNS AND PROJECTS

Tiger Mountain Pokhara Lodge works closely with the International Trust for Nature Conservation (ITNC), CAIRN Trust and the Tilden Project, the Group's affiliate international charities. The Lodge jointly supports the Shillinge Community Forestry Project in the development of non-timber forest products for planting on the open land on Shillinge Chaur and other areas. Plantings of broom grass (Amrisu), bamboo, banana, and some shade trees have been made to provide a cash crop to complement the timber resources of the main forest. ITNC has also supported the development of a forest nursery to grow timber and non-timber seedlings.

A Forest Ranger is also funded by ITNC through the Lodge – he helps raise awareness and protects the community forest area. The Lodge coordinates the Annual Asian Waterfowl Census every January. This is a joint effort of the Lodge, ITNC, Bird Conservation Nepal, and other local charities. The data goes to Bird Conservation Nepal and subsequently to Birdlife International.

The Managing Director of the Lodge is on the executive committee of PATA Nepal, the national chapter of the Pacific Asia Travel Association, committed to promoting youth leadership in the travel industry and the responsible development of tourism. The Lodge is a member of Paschim

Anchal Hotel Association – the regional branch of the Hotel Association of Nepal.

### RESPONSIBLE MARKETING

An annual check is made on all promotional materials to ensure they are accurate and up-to-date. Promotional materials are amended on an ongoing basis to reflect any notable changes or improvements, so this annual check serves as a “catch-all”. The Lodge has a policy of honest and transparent pricing and marketing.

### CUSTOMER SATISFACTION

Guests are encouraged to give feedback informally to the team. Informal surveying on specific product development ideas is conducted by senior staff through conversation and unstructured interviews with selected guests. Regular guests are also asked by senior management to comment on the evolution of the Lodge and its services to guests.

A guest feedback form is kept in each bedroom and guests are encouraged to complete and return this on departure in addition to the visitor's comments book, on display in the main lodge. Guests are also welcome to complete online reviews of their stay on sites such as the Lodge website ([www.tigermountainpokhara.com](http://www.tigermountainpokhara.com)) and TripAdvisor ([www.tripadvisor.com](http://www.tripadvisor.com)). All reviews receive a response from senior management.

Completed feedback forms are kept on file and reviewed on receipt by the Lodge management. Any comments raised by guests will be responded to by the management team within 24 hours, where contact details are given. Annually, all feedback is analysed and used to inform planning for the following season.

Complaints that are upheld as a failing of service provision are:

1. Used to train and inform staff to ensure repetition is avoided.
2. Will be reviewed as to the nature and specifics and compensation provided where appropriate in cash, by credit voucher, or in kind.
3. Will be duly recorded to ensure consistency of response for similar issues, should they arise.

“  
**You have between  
you all created a  
very special place,  
with delicious  
food and exquisite  
service.... and  
experience, not  
just a hotel.**

Guest - Kathmandu

”

## CHARITY

### CHARITY DONATIONS

**575,547 npr**  
CASH WAS FACILITATED

AND **410**  
STAFF HOURS WERE GIVEN



**0.1%** OF PROFITS WERE DONATED

### LOCAL COMMUNITY PHILANTHROPY

Tiger Mountain Pokhara Lodge has developed a fund through the generosity of both staff and guests, which is used to support local families in difficulty, as well as supporting various social development and welfare activities on an ad-hoc basis.

Although there are medical facilities in Pokhara, these are not provided free of charge. Nepal Red Cross local branch has constructed a meeting hall with the Lodge's financial support for use as a training and disaster preparedness centre. Similarly, the Lodge provides a first aid facility at the Lodge itself and an ambulance service for emergency cases. Additional support is provided for health education, family planning, immunisation campaigns, etc. on an ad-hoc basis.

The Lodge's guests have also provided financial support for medical cases in the village where families have not been able to afford treatment. In these instances, Tiger Mountain Pokhara Lodge provides logistic and management support at no cost to help the families' access the best available medical treatment.

Tiger Mountain Pokhara Lodge supports local schools, including the salary of one teacher – as the government budget cannot provide sufficient teachers – and provision of teaching materials,

books, paper, posters, etc. The Lodge has supported the expansion of infrastructure at the local secondary school, which has enabled them to provide classes through to School Leaving Certificate level.

The generosity of the Lodge's guests over the years has built a strong rapport between the Lodge and local schools including a sponsorship scheme for children from disadvantaged backgrounds who otherwise would not have been able to afford schooling. A volunteer programme was run with industry leaders, People & Places, to provide expert volunteers to work with local teachers to enhance their English language skills and teaching skills in English. This was in response to changes in government policy that strongly encouraged schools to adopt English as the medium of education.

### Philanthropy

	2012-13	2011-12	Difference
Staff Hours	410	314	↑ 96
Facilitated (npr)	575,547	753,646	↓ 178,099
per employee	3,305	8,842	↓ 5,537
per guest	148	129	↑ 19
per volunteer	0	62	↓ 62
Profits (%)	0.1	5.5	↓ 5.4

## WIDER INDUSTRY ENGAGEMENT

The Lodge's Marketing Director, Lisa Choegyal, has developed specially discounted study group tours to bring tourism management professionals from various developing countries / destinations to share the experiences and observe sustainable tourism in Nepal.

1. WWF Cambodia Eco-tourism Study Group  
*2nd & 3rd June 2007*
2. Tibet autonomous Region Government  
Tourism Delegation  
*28th September 2007*
3. Afghanistan Bamyán Provincial  
Government Tourism Study Delegation  
*24th February 2008*
4. Afghanistan Bamyán Province Chamber of  
Commerce  
*14th March 2011*
5. Tibet Tourism – Plateau Perspectives  
*18th November 2012*

All these groups are offered a special discounted rate of 80 to 100 USD excluding taxes per person – 50 to 60% discount on tariff. Included in the programme were a special talk and question / answer session by Marcus Cotton, Managing

Director and Lisa Choegyal (Director and Senior Associate at TRC Tourism), on the principles of responsible conservation tourism, as well as a guided walk to show the Lodge's own style of cultural and wildlife interpretation. The Lodge will be host to representatives from Ethiopia in 2015, thus developing links and promoting their sustainable tourism ethos to developing nations outside of Asia.

# FUTURE

## **WATER MANAGEMENT**

The Lodge is in the process of investing in a reed bed filtering process so water used in the laundry can be recycled and reused; this facility is expected to reduce water consumption and should be operational during 2014. The Lodge is plans to invest in a similar filtering system for the swimming pool to reduce water consumption. Savings at the laundry are estimated at 80% and at the pool, 60%.

## **STAFF TRAINING**

The Lodge is currently evolving its staff development and experience facilities and has recently made links with the Peninsular Hotel in Hong Kong, and the Lodhi in Delhi to develop staff exchanges for work experience sharing.



Responsible tourism verification is the process whereby an independent third party reviews the applicant's responsible tourism policy and sustainability report to validate the statements made in each document are true.

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