WORKSHEET 1.10

Reporting What Was Measured

Subchapter 1.10 · case in the book: Copenhagen

When the figures after an event turn out worse than announced, who in your house decides whether the client gets to see them? And what is a commitment worth that is honoured only in good years?

This worksheet turns the tools of the subchapter into a form you can fill in. The texts come from the book; the empty columns are for your own property. Adapt it before use: an unadapted checklist is exactly what the book warns against.

Practical application: what to do in your property

Step (from the book)	Done?	What we found / owner
Indicators agreed in the proposal: Every congress proposal now names the indicators to be reported, with their methods, and states that incidents will be reported. Nothing is selected after the event.		
Measure as announced and record incidents the same day: Waste is weighed, not estimated; participant-days come from a fixed source; weighing slips stay with the measurement sheet. Accidents, complaints and deviations are logged on the day with time, sequence and first measure, without names in the report section.		
Debrief within a week: Banqueting, kitchen, engineering, reception and sustainability identify the lessons, each with an owner and a date, and the lessons go into the next running order and into management review (2.15).		
Approval against the measurement sheet: A second person checks that every agreed figure is present and that no sentence creates a picture the measurement does not support. The paragraph on commitment was dropped.		

These steps are the book's method, not requirements of ISO 20121. Evidence can take whatever form suits the property; a separate document is needed only where an applicable requirement, or the property's own system, makes it necessary.

Verification Pact: what is believed, tested against the standard

What is commonly believed	What actually holds	Our position
The standard requires a public sustainability report	No. The policy must commit to reporting outcomes and lessons (5.2 e)); form and recipients are the house's choice	
Whoever states only true figures cannot mislead	No. No communication may mislead about actual impacts (7.4); omission can mislead	
Lessons are drawn once a year	No. From every event, fed into future planning (9.1 c))	

What is commonly believed	What actually holds	Our position
A report must contain emissions and incidents	Only partially true. C.3 recommends these outcomes as guidance; binding is that what is reported must not mislead (7.4)	
The maturity matrix is mandatory	No. An approach to evaluating against the guiding principles is required (9.3.4); Table A.5 is a tool	
Transparency means publishing everything	No. Openness about decisions, activities and outcomes (3.19); personal data stays protected, as part of integrity (Table A.2)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Selecting after the results: whoever sees the figures first and then decides what to report is advertising, not reporting.		
Giving indicators without methods, so that next year nobody knows whether waste was weighed or estimated.		
Treating incidents as closed once notified.		
Keeping lessons in people’s heads, where they leave with the banqueting manager.		
Handing the report to sales, so that it becomes a brochure.		
Naming people to appear honest, when transparency concerns decisions and outcomes, not an employee’s health.		
Adding a paragraph of commitment without a single figure.		
Reporting each figure in isolation when the accident, the cups and the waste are one chain.		

Operative synthesis

- **Does the proposal state which indicators will be reported, and with which methods?: Fixing indicators in advance prevents selection afterwards**
- **Are incidents recorded on the day and named in the report, without personal data?: Notification to an insurer does not explain how it happened**
- **Was there a debrief with minutes after the last large event?: Lessons must be identified from every event and fed into planning**
- **Does a second person check the report against the measurement sheet?: No communication may mislead about actual impacts**
- **Would we have sent the last report with a bad figure in it?: A commitment honoured only in good years is not a commitment**

- **Did the last management review evaluate performance against the guiding principles?: Clause 9.3.4 requires an approach to that evaluation**
- **Act on immediately. Send open clients the complete report for their last event, with methods, causes and measures, and remove any paragraph that claims without measuring.**
- **Plan for. Name indicators and incident reporting in every proposal, fix a debrief within a week of each large event, and introduce approval of reports against the measurement sheet.**
- **Monitor going forward. Feed every lesson into the next running order and into management review, and evaluate performance there against the statement of values and the four guiding principles.**

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 8a «The Helm», subchapter 1.10. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 20121. It is not legal advice: the law that applies is that of the place where the property operates.