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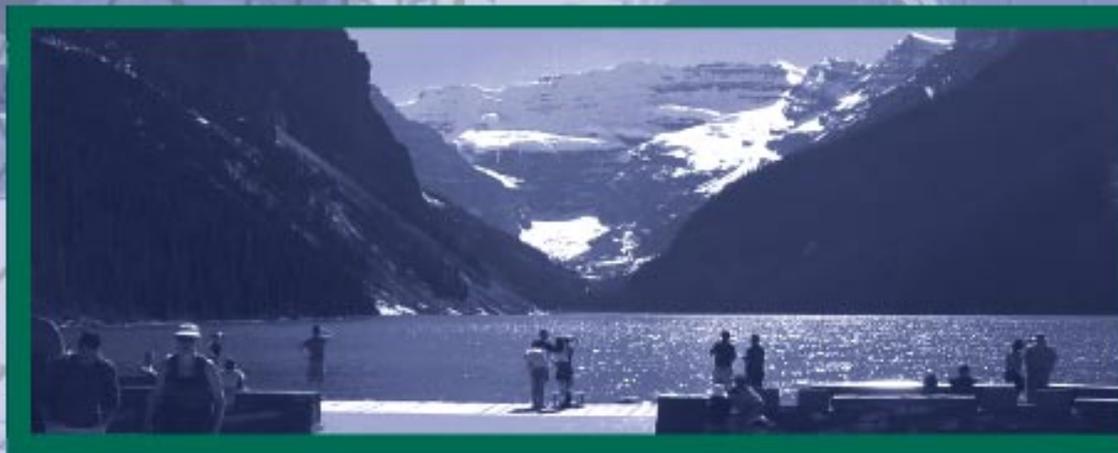


TOUR OPERATORS INITIATIVE
FOR SUSTAINABLE TOURISM DEVELOPMENT

INTEGRATING SUSTAINABILITY INTO BUSINESS

*An Implementation Guide for
Responsible Tourism Coordinators*

UNITED NATIONS ENVIRONMENT PROGRAMME



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INTEGRATING SUSTAINABILITY INTO BUSINESS

An Implementation Guide for Responsible Tourism Coordinators



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FOR SUSTAINABLE TOURISM DEVELOPMENT



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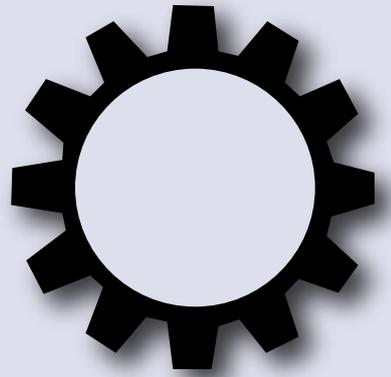
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Introduction



The effective integration of responsible environmental, social and socio-economic practices and principles into the day-to-day operations of a tourism company is generally the remit of a manager or coordinator of 'sustainable development', 'responsible tourism', or 'corporate social responsibility'. Whatever the job title, however, the challenge is a major one, requiring coordination among all departments and at all levels of the company, as well as engagement with a wide range of stakeholders. This guide, and its companion report, **Integrating Sustainability into Business: A management guide for responsible tour operations**, are designed to help the individual assigned responsibility for promoting responsible tourism determine both *what* needs to be changed within a company, and *how* to facilitate those changes.

HOW TO CHANGE PRACTICE: THIS REPORT

This implementation guide lays out three steps for changing practice and promoting responsible tourism development within a company:

1. *Developing a sustainability management system (SMS)*: A comprehensive SMS allows a company to ensure that all impacts and areas of responsibility are properly addressed, and that all actions are measured, monitored, reported on and adapted wherever possible. The SMS also helps ensure that all relevant players in the company as well as key outside stakeholders are appropriately involved in the process.
2. *Engaging staff through internal communication*: An internal communication campaign can help to guarantee that permanent change is achieved within the company and that all staff participate fully in the implementation of the company's sustainability goals and objectives.
3. *Conducting training on sustainable development*: Training courses, targeted to different audiences, can provide technical knowledge on how to promote the goals of sustainable development within each area of responsibility in the company.

WHAT PRACTICES NEED CHANGING: THE COMPANION REPORT

A companion report to this guide, **Integrating Sustainability into Business: A management guide for responsible tour operations**, focuses on what specific practices need changing within a company and discusses in detail what sustainability means from the perspective of a tour operator. The report, which is designed to function as a stand-alone handout for all staff, offers practical tips for integrating environmental, social and economic sustainability practices into a company's key areas of activity, including:

- Internal management;
- Product development and management;
- Supply chain management;
- Customer relations; and
- Co-operation with destinations.

Developing a Sustainability Management System



1. Developing a Sustainability Management System

Tour operators often adopt sustainability actions in a haphazard manner, resulting in changes that may not be the most necessary or effective. To ensure that all impacts are addressed in a comprehensive, structured and systematic manner, a company can create a sustainability management system (SMS) that covers all areas of responsibility, including internal management, product development and management, supply chain management, customer relations and co-operation with destinations. A prerequisite of adopting an SMS is acknowledging that sustainability is part of the business cycle and giving it the same status as other activities.

The objective of an SMS is to promote continuous improvement in the sustainability performance of companies through the cycle of 'plan, do and review'. A company can use an SMS to exercise control over its impacts on the environment and society by systematically identifying priorities for action, planning strategies to address those priorities, monitoring these strategies to ensure implementation and determine any areas for improvement, and adapting its actions to address any identified shortcomings.

An SMS consists of a set of policies, programmes and practices designed to integrate social, environmental and economic principles into existing business processes, including any interactions with stakeholders. An effective SMS should be:

- *Comprehensive* – Addressing all impacts and areas of responsibility;
- *Integrated* – Involving all key players in the company and facilitating constructive partnerships with other relevant stakeholders, including different levels of government, NGOs, other elements of civil society and local communities; and
- *Credible* – Ensuring that all actions are measured, monitored, reported on and adapted wherever possible.

The SMS can be simple or complex, depending on the size of the company and the resources available. Working within a broader management system helps all staff see how the work they do is part of the bigger picture, and allows the responsible tourism officer or manager to more easily co-ordinate activities.

This section provides an overview of the steps involved in creating and implementing an SMS, including:

- Conduct a baseline review of impacts and identify significant impacts;
- Write a corporate sustainability policy;
- Develop a sustainability programme of targets, objectives and actions;
- Operationalise the sustainability programme;
- Check on progress; and
- Report results to internal and external audiences.

Table 1 at the end of this section provides a summary of an SMS, highlighting the process and outcomes of each stage, while Appendix 1 will help responsible tourism managers assess whether they have followed all the necessary steps in the process.

EXAMPLE: Studiosus' Environmental Management System

Studiosus, a German tour operator that specialises in educational holidays, began developing its Environmental Management System in 1995, staying ahead of German legislation by complying with the European Union's Eco-Management and Audit Scheme (EMAS), ISO14001, and, in 2001, the revised EMAS II. The company has a written policy, carries out impact analyses of its tours, and has an action plan that leads to a continuous improvement cycle. Responsibilities are assigned and an environmental handbook is used to keep records.

Source: Sustainable Tourism: The Tour Operators' Contribution, UNEP / TOI (2003)

1.1 CONDUCT A SUSTAINABILITY BASELINE REVIEW

Before any action can be taken to address the impacts of business activities, it is essential to create a picture of current activities and impacts – a baseline scenario that can be used to guide development of an SMS and provide a basis for comparison and evaluation of progress in the future. The baseline should include data on impacts from each of the five business action areas – internal management, product management

and development, supply chain management, customer relations and co-operation with destinations – as well as information on any management actions currently being taken to address company impacts.

Conducting a sustainability baseline review requires strong senior management commitment. At this stage, the medium- to long-term costs and benefits of implementing sustainability practices are not yet evident, but the immediate costs and staff time needed to review and analyse the impacts (and probably additional costs in the form of specialist inputs) are very apparent. The review process will also need a strong ‘champion’, as staff will need training in procedures for data gathering, and education on the rationale behind the review.

CLASSIFY THE IMPACTS

Given the complexity of the tour operator business, collecting baseline information is likely to take some time. One way to effectively organise the data is in a computer database, with a separate record for each supplier. With a database, it is possible to sort records according to different values or criteria, for instance bringing together all the suppliers for a specific holiday package, in order to show the overall impact of that package. Assigning attributes or values to each component of the holiday according to its characteristics will make it possible to classify the impacts in several different ways, for instance:

- By type of product or package – certain packages, such as those going to marine protected areas, are more likely to have a higher impact;
- By type of supplier – some suppliers, such as airlines, are likely to have a greater impact;
- By type of destination – some destinations are more likely to suffer from specific impacts, for example water shortages on small islands; or
- By type of impact – to identify recurring patterns, for example low economic returns to local people in the least developed countries.

While it may be relatively straightforward for a tour operator to measure impacts arising from internal management, product management and development, or supply chain management, it is often much more complex to determine the scope of impacts associated with customer relations and co-operation with destinations. In these cases, it may be impossible to separate out the impact caused by tourists from an individual tour operator, and a company may have to report examples of good practice to reduce impacts without having first assessed the size of the impact attributed specifically to its own actions and clients.

DETERMINE THE SIGNIFICANCE OF IMPACTS

Once the database has been created, the impacts can then be prioritised according to their significance and the ease or effectiveness with which they can be tackled, as it will only be possible to address a limited number of impacts at a time.

Each company will have its own system for determining which impacts are most significant, and identifying those that can be addressed and measured in a way that is cost-efficient, realistic, reliable, and able to be repeated at regular intervals to allow for comparisons. The company’s priorities will need to be justified according to specific criteria and rationales. Determining factors might include whether the impacts are (or could be):

- Subject to national or regional legislation;
- Capable of being tackled through codes of conduct;
- Subject to health and safety considerations;
- Affecting profits (this may be a deciding factor in the longer term);
- Affecting the company’s ability to be a ‘good neighbour’ to local communities; or
- Of global, regional or local significance.

From this assessment, the company can produce a register of significant impacts, activities that cause those impacts, and a baseline measurement of each impact, to be used in the development of its sustainability policy and management system.



Think carefully about how to find data on company impacts. The methods used should be cost-effective, able to be repeated annually to check progress, and reliable to ensure quality and accuracy.



Make sure to identify staff already in place that can gather data, and to institute sound reporting mechanisms at regular intervals.

1.2 WRITE A CORPORATE SUSTAINABILITY POLICY

The starting point for tour operators in developing a sustainability strategy is generally a public commitment to sustainability through a corporate policy statement. An integral part of any organization's strategy, policies describe a company's core values in terms of principles and intentions, and provide a structure with which to develop goals, objectives and action plans. Writing a corporate sustainability policy establishes the framework for identifying, monitoring and improving aspects of a company's environmental and social business performance. The policy also provides information to shareholders, suppliers and customers about the company's values and positions on sustainability issues. Many companies may also have a shorter, all-encompassing mission statement (or 'vision') that summarises their approach.



Shareholders may not automatically support a sudden policy shift towards greater social and environmental responsibility. People buy shares expecting to make profits, and investors may be concerned that impact reduction measures will reduce the company's profits. Thus, the company's sustainability commitment should be communicated with care, to avoid alienating financial supporters.

There are two main reasons to write a sustainability policy:

- To achieve unity of purpose by integrating all of the company's efforts towards sustainability into a single document; and
- To express and communicate commitment and direction, allowing all staff and stakeholders to understand what the company is trying to do.

The sustainability policy statement should have support from senior management and the board of directors, and cover operations in the company headquarters and at all of its regional or international operations. Formalizing the company's sustainability commitment in a written policy can help ensure that managers have a greater understanding of the principles and significance of sustainability, and that they make an open commitment to putting in place systems that will make a positive contribution to sustainable tourism development.

EXAMPLE: First Choice UK & Ireland – Sustainable Tourism Vision & Policy

VISION

Enable people to explore and enjoy the world without harming it.

POLICY

We recognise that the environment, the communities and cultures within which we operate and our relationships with key groups and individuals are vital to the success of our business. We therefore commit in the long term to:

- Minimising the direct environmental impact of our operations and being proactively involved in activities and projects that work to protect and restore the natural environment.
- Working with customers, employees, shareholders, suppliers, industry partners, local communities, and other relevant interested parties, to understand and respect their needs and also supporting them in delivering our commitments.
- Using the collective influence of the First Choice Group responsibly to create momentum to make tourism more sustainable.
- Being open, honest and realistic about our environmental and social impacts, targets and achievements in the context of our business objectives.

In support of the above we will work to:

- Engage First Choice employees and gain their commitment to action, by raising awareness and understanding of sustainable tourism and the benefits of addressing it.
- Promote fair working conditions throughout our own business and our supply chain.
- Comply with all relevant legislation, act in advance of it where possible and keep pace with best practice.
- Review current business practices and ensure plans are in place to embed the company's sustainable tourism vision.
- Deliver long-term strategic benefits and shareholder value by maximising the synergies that sustainable development provides.

Source: Sustainable Tourism: The Tour Operators' Contribution, UNEP / TOI (2003)

The sustainability policy should be short, and written in clear, simple language. It should be printed in both the mother tongue of the company, and, for outbound operators, translated into the main languages of regions in which the company operates, so it is understandable by overseas suppliers and ground handlers. In order to ensure the practicality and relevance of the policy, the development process should include consultations with a range of stakeholders, including staff and suppliers.

While there are no established requirements about what to include in a sustainability policy, in general it should:

- State the key issues to be addressed, including any impacts identified in the baseline review;
- Address the key aspects of the five key business action areas (internal management, product development and management, supply chain management, customer relations and co-operation with destinations);
- Be appropriate to the nature, scale and impacts of the company's activities and services;
- Include a commitment to continual improvement;
- Set open, honest and realistic goals;
- Include compliance with laws and regulations and codes of conduct;
- Aim to ensure that suppliers contribute to the company's sustainability aspirations; and
- Include a commitment to raise awareness about sustainability issues among stakeholders, particularly suppliers and consumers.



The processes of conducting a baseline review and writing a corporate sustainability policy can take place simultaneously, as identifying key impacts from the initial review can help sharpen the policy. However, it is important to fully understand the company's impacts before sharing a draft policy with other stakeholders.

EXAMPLE: TUI Nordic's Environmental Policy

"The travel and tourism industry is one of the world's fastest growing industries. It constitutes an important income source for many people and has a positive effect on economic development. The industry can also constitute a threat to the environment and to the local society.

TUI Nordic has a responsibility for the local environments where we carry out our operations. We have to ensure that our activities have the least possible negative effect on the environment, both from a short-term and long-term perspective. We believe that cooperation is one of the most effective ways to achieve good and lasting results.

Being a responsible company means that we identify the most important environmental aspects and their effects and that we also formulate a plan for how we can reduce them. When we choose goods and sub-contractors, the environmental factor is always taken into consideration. Training of our personnel and information to customers increases awareness. Monitoring systems for energy, water and recycling shall be implemented at offices and hotels.

Being a good neighbour means that we encourage and support initiatives that promote cooperation with the local society and that shows a social responsibility, both at home and abroad. We inform customers and our employees about local traditions in order to encourage respect for the environment and our native hosts.

Protecting the travel destination means that we support initiatives that promote preservation and education - particularly at destinations where we carry out operations. We want to increase the respect for local societies and nature by informing customers and personnel, by taking into consideration environmental and social factors when we plan and make excursions, and by communicating the company's policy for sustainable tourism and also cooperating with them in order to encourage good examples."

Source: TUI Nordic website, available at <http://corporate.startour.no>

1.3 DEVELOP THE SUSTAINABILITY PROGRAMME

Once the corporate sustainability policy statement is in place, a sustainability programme can be developed to guide its implementation. This will usually be an internal reference document that explains and justifies the company's plan of action for improving its sustainability performance and management. The programme

1. Developing a Sustainability Management System

should address actions that relate to all five areas of business operations, including internal management, product management and development, supply chain management, customer relations and co-operation with destinations. Large tour operators may find it easier to have separate but co-ordinated programmes of actions for each department or destination.

Developing the programme will involve a number of key tasks, including:

- Prioritising impacts;
- Setting objectives and targets;
- Setting indicators; and
- Drawing up an activity plan.

PRIORITISE IMPACTS

Some of the significant impacts identified during the baseline review should be ear-marked for priority action. It can be helpful to divide impacts into the four areas of priority listed below – though it is worth remembering that other stakeholders may have different opinions about the importance of each impact:

- **High frequency/high impacts** should be at the top of a company's action list and should at least be managed so that their effects fall within legal limits.
- **High frequency/low impacts** are important because of their cumulative effects, and can often be handled through better operating procedures within the current management system.
- **Low frequency/high impacts** can easily become a source of negative publicity for the company, and should be addressed when they are manageable.
- **Low frequency/low impacts** will be at the bottom of a company's list of priorities, but the cost-effectiveness of addressing them should be assessed.

EXAMPLE: Reducing bus emissions on Studiosus holidays

Carbon emissions from the engines of ground handlers' buses are an example of a high frequency/low impact issue. The engines are usually kept running while awaiting tourists at airports and other sites, in order to keep the air conditioning or heating on. To reduce these emissions, Studiosus introduced the operating procedure of switching off engines until the tourists are almost ready to board the bus.

Source: Sustainable Tourism: The Tour Operators' Contribution, UNEP / TOI (2003)

SET OBJECTIVES AND TARGETS

The objectives and targets of a company's sustainability programme should be shaped by the findings of the earlier baseline review. Objectives specify sustainability goals, while targets indicate the level of improvement to be attained. Both objectives and targets should be SMART: i.e. Specific, Measurable, Achievable, Realistic and Time-bound.



In preparing a sustainability programme, impacts that can be managed for early 'win-win' results should be prioritised, as it will be easier to get senior management support for them. Targets should be achievable, and large tasks can be broken up into smaller steps.

As with the sustainability policy, objectives and targets should be established with input from all departments and approved by top management. They should also be communicated to all stakeholders that will be affected by them, including customers, employees, suppliers and local communities, along with information on what the tour operator expects from these stakeholders. Consultation with key stakeholders such as local authorities at the destination or owners of large contracted hotels is important to ensure that they agree with the targets.

EXAMPLE: Hotelplan's Environmental Targets

In its 2003 Environmental Report, Hotelplan, a Swiss tour operator that offers mainly outbound holiday packages and guided tours, established the following environmental targets for 2004:

Company-based target:

- Take the triple bottom line approach by weighting ecological, economic and social aspects to form a basis for the company's commitment to sustainability.

Globally based targets:

- Sign the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism.
- Successfully transfer environmental reporting to sustainability reporting, in accordance with the guidelines of the Global Reporting Initiative (GRI).

Destination-based targets:

- Continually develop projects in all relevant fields (energy, water, waste), mainly at important Hotelplan holiday destinations.
- Increase the level of awareness about the company's Eco-Fund by expanding customer information and increasing information frequency.

Source: Sustainable Tourism: The Tour Operators' Contribution, UNEP / TOI (2003)

EXAMPLE: Vasco Travel's Staff Training System

Vasco Travel's environmental management system, which received ISO 14001 certification in 2003, focuses in part on environmental awareness and social responsibility. The company, which offers travel services and tours in Turkey, promotes this awareness through a staff training program that has reached more than 120 tour guides. Advanced-level training is also being developed.

Source: Sustainable Tourism: The Tour Operators' Contribution, UNEP / TOI (2003)

SET INDICATORS

Indicators are specific markers or actions that can be measured to show how successfully policies and programmes are being implemented. A certain number of indicators should already have been identified from the baseline review, and others can be added during the development of the sustainability programme. These indicators will help to monitor, audit and act on the management and achievement of sustainability targets.

There are three main types of indicators:

- **Management performance indicators** measure the actions taken to address a particular issue, for instance stakeholder meetings, budgets or staff allocated to a particular task.
- **Operational performance indicators** are usually the actual quantitative measurements of the impact, for example carbon emissions, litres of water per client per night, or purchases from local suppliers measured in the local currency.
- **Sustainability conditions indicators** tell the tour operator about the state of sustainability in the destination, from which a company can indirectly demonstrate its contribution. These indicators, which might include unemployment levels, sea pollution or loss of biodiversity, are more difficult to justify but cheaper to implement.



Ensuring that sustainability objectives are embedded in overall departmental objectives and managers' personal objectives will allow a company to have formal recourse for encouraging and rewarding the achievement of those objectives. If sustainability objectives are not part of staff deployment and annual appraisals, they will take second priority.

BOX: Tour operator-specific sustainability indicators

The Tour Operators' Initiative has developed specific indicators to keep track of tour operators' performance in addressing the environmental, economic and social impacts of their business operations. The indicators are divided into five categories that reflect the life-cycle of the holiday product from the planning stage to development and delivery, including internal management, product management and development, supply chain management, customer relations, and co-operation with destinations.

The forty-seven tour operator-specific indicators complement and build upon the general sustainability indicators developed as part of the Global Reporting Initiative.

Source: Tour Operators' Initiative – www.toinitiative.org

BOX: Moving from policy to indicators

The following is an example of the process for setting a performance indicator to measure progress on increasing the efficiency of water use. The negative impacts of inefficient water use include wastage of a scarce resource and potential shortages in destinations with limited supply, leading to negative impacts on biodiversity and local community relations.

Develop a policy: Make efficient use of water resources.

Set objective: To ensure that accommodation suppliers conserve water resources where possible

Set target: 75% of all suppliers will meet minimum standards in water conservation.

Set indicator: Hotel water consumption per guest night, or fitting of water-conserving devices.

DRAW UP AN ACTIVITY PLAN

Once the objectives, targets, actions and indicators have been agreed, they can be summarised in a table that will then become the central point of the sustainability programme (see example below). From here, the actions to be undertaken can be expanded upon, with regular checks to show how they are contributing to the policy and targets.

Impact	Measurement Indicator	Objective / Target	Action	Budget	Deadline	Department Concerned

At the planning stage, it is essential to ensure that legislative requirements are met, both in the country where the company has its headquarters and in the countries where the operations take place. Each company will generally have a system of maintaining information on existing and new regulations. Since most company directors are legally responsible for the activities of the company, it is particularly important that they are informed of any changes in practice that may affect their liability.

1.4 OPERATIONALISE THE SUSTAINABILITY PROGRAMME

To make the planned sustainability programme a reality, responsibilities for each objective should be allocated at the operational level. The department (or departments) responsible for each activity will need to plan carefully and allocate human, physical and financial resources to achieve the set objectives within

the given timeframe and budget. At this stage, clearly communicating the process and the reasons for it (with senior management support) will help the responsible tourism manager win the full cooperation of department managers and staff.

Each department can prepare a detailed action plan specific to its needs, including the tasks that need to be carried out and a timeframe for each task, based on tourist seasons and availability of time and resources. It is also useful to designate specific starting and ending dates for each task, as some will need to be accomplished first before others can happen.

Implementing an action plan will include the following steps:

- Decide who will be responsible for each task and get their 'buy-in' to the process, as well as their suggestions on how the tasks should be completed;
- Communicate the plan to others who will be involved in or affected by it, and modify it based on their feedback;
- Allocate a budget to each task, as well as materials or other physical resources if necessary; and
- Decide on a sequence and schedule for the tasks.

1.5 CHECK ON PROGRESS: MONITOR, AUDIT, REVIEW

As the plan moves through the implementation stages, it is important to remember that 'you cannot manage what you cannot measure'. Thus, sustainability performance should regularly be monitored and documented to assess whether targets and objectives are being met and to identify actions that are not being successfully implemented. Records should be kept of the tasks planned and undertaken, and at regular intervals new measurements should be made of the impacts to see if there is an improvement in performance. To facilitate the monitoring and evaluation of progress the information can be summarised in a table format (see example below).

Impact	Baseline Measurement	Target	Indicator / Operations Measurement	Comments on Performance

Regular audits, which check on whether actual performance matches plans and policy, are part of everyday business practice. A sustainability audit can assess the effectiveness of the SMS, checking that significant impacts have been addressed and that actual performance meets the objectives and targets planned. A good audit will help to identify any problems in management of the sustainability programme, and should be seen as a positive part of the programme.

The audit should be structured by the responsible tourism manager, probably in consultation with senior management, to establish who will carry out the audit, the budget available, the frequency of the auditing process, and how the audit report will be used. The audit should be completed by someone trained for the task, which may mean engaging external consultants. The level of cooperation by the company in making the relevant documents available and the experience of the auditor will determine the quality of the audit.



Start planning your tasks from what has to be achieved at the end of the year, and work backwards through all the steps that need to happen for this to be accomplished; this is how project managers work.



Auditors should be used, not feared: they will help to make the sustainability programme (and, in the long run, the business of tour operating) more successful.



To ensure that an SMS is transparent, accountable and appropriate to the company's needs, audit systems should be sufficient to record actions and justifications, but not overly time-consuming.



An audit report is unlikely to convince managers to support the sustainability programme unless they agreed with the objectives and targets in the first place.

The two outcomes of an audit process include:

- An audit report that evaluates the effectiveness of the SMS, with an assessment of both the sustainability performance of the tour operator and the results of management practices; and
- A review report that provides clear and appropriate recommendations for the following year's management cycle, bearing in mind resource implications.

The audit will also reveal the strengths and weaknesses of the SMS. The results, in particular recommendations for improvements, should be reviewed by senior management and by the company's board of directors.

1.6 REPORT ON PERFORMANCE

Information collected during the internal audit process can be used for preparing a report on the company's sustainability strategy and performance. This report is an important opportunity to communicate with the outside world as well as with immediate stakeholders about the results of any sustainability actions. External reporting also increases transparency and credibility, improves reputation and adds value to the company.

The scope and content of the sustainability report should be based on information from the audit and review, adapted to the needs and interests of the intended audience. This does not mean excluding unfavourable information – the report should present an accurate picture of the findings rather than showing only positive examples. The data can be presented using spreadsheets and databases, supplemented with interpretative text that presents the information in an easily accessible narrative format. If possible, the report should be externally and independently verified.

Sustainability reports should be issued on a regular basis. While too frequent reports will make the process excessively burdensome, infrequent reports will allow the sustainability process to slip. An annual reporting cycle, coinciding with the company's financial reporting, is generally appropriate.

The most common method of publishing and disseminating sustainability reports is through the Internet, to reduce the costs of printing and distribution. It is important to make sure that all relevant stakeholders can access the report, and that those who helped in the data gathering (both staff and external stakeholders) are given feedback.

EXAMPLE: Hotelplan's Environmental Report

Hotelplan produced its second environmental report in 2002. The report is a public document that uses the Global Reporting Initiative's sustainability reporting guidelines and performance indicators. It includes descriptions of activities and key financial figures, as well as the company's environmental policy and statements from senior management, including:

'Hotelplan is reporting on its performance for a number of reasons. Firstly, we need to collect accurate information for external communication. Without reporting, our customers have no proof about the impacts of our operations. Secondly, we need the facts and figures to implement changes in our internal management practices. We also need to know the issues faced in destinations so that we can train staff effectively. A sustainable management policy is only successful when it is integrated throughout our whole operation. Reporting helps us to see that we have covered all of the necessary areas.'

– K. Hess, Head, Department of Corporate Ecology, Hotelplan

Source: Sustainable Tourism: The Tour Operators' Contribution, UNEP / TOI (2003)

BOX: The Global Reporting Initiative

The Global Reporting Initiative (GRI) is an international voluntary standard developed in 2000 by the Coalition of Environmentally Responsible Economies (CERES), which is comprised of NGOs, corporations, accounting firms and academics. The United Nations Environment Programme (UNEP) uses this framework of indicators for reporting on economic, environmental and social performance, in order to standardise and facilitate reporting. The GRI reporting framework includes three sets of documents:

- The GRI Sustainability Reporting Guidelines (the Guidelines);
- Sector and Issue Supplements; and
- Technical Protocols.

The Global Reporting Initiative suggests 11 essential principles to produce a balanced and reasonable report on an organization's economic, environmental and social performance. These principles are grouped in four clusters:

- Report framework: transparency, inclusiveness and auditability;
- What to report: completeness, relevance and sustainability context;
- Ensure quality and reliability: accuracy, neutrality and comparability; and
- Accessibility of the report: clarity and timeliness.

Source: the Global Reporting Initiative [http:// www.globalreporting.org/](http://www.globalreporting.org/)

Table 1 : Overview of the process for developing a Sustainable Management System

Step	What it does	Actions	Outcome
Baseline Review	Provides an assessment of the current sustainability of the operations and the organisation's sustainability management performance.	<ul style="list-style-type: none"> ■ Summarise and assess impacts of each activity and product type ■ Determine causes of each impact, and significance of the impacts ■ Set measurement methods and conduct baseline measurement for future comparison 	<p>Systems in place to identify and measure impacts.</p> <p><i>Outputs</i></p> <ul style="list-style-type: none"> ■ Register of significant impacts and related activities ■ A baseline scenario.
Policy	Presents the organization's statement of commitment to sustainability performance and management.	<ul style="list-style-type: none"> ■ Allocate responsibility ■ Consult with staff, suppliers, customers and other stakeholders ■ Ensure the policy is clear, credible and achievable ■ Disseminate the policy 	<p>Greater commitment and direction</p> <p><i>Outputs</i></p> <ul style="list-style-type: none"> ■ Policy document
Programme	Ensures milestones are fixed along the way by developing objectives and targets based on prioritisation of significant impacts.	<ul style="list-style-type: none"> ■ Prioritise impacts ■ Set sustainability objectives, targets and actions ■ Set indicators ■ Draw up an action plan 	<p>Staff and stakeholders know what the priorities are and how they will be addressed</p> <p><i>Outputs</i></p> <ul style="list-style-type: none"> ■ A written plan to reduce negative impacts and maximise positive impacts
Operations	Puts the programme into action, ensuring all tasks are undertaken.	<ul style="list-style-type: none"> ■ Develop a sequence and schedule of tasks to meet each objective ■ Allocate human, physical and financial resources ■ Keep records of the tasks undertaken ■ Conduct a new measurement of the impacts to assess improvements 	<p>The tour operator can prove which tasks have been done and how successful they were</p> <p><i>Outputs</i></p> <ul style="list-style-type: none"> ■ Records of tasks ■ New measurements of performance and management indicators
Audit and Review	Ensures the plan is implemented and is achieving the desired results, and takes remedial action for deviations from the plan.	<ul style="list-style-type: none"> ■ Determine responsibility, budget, timescales, allocate each task ■ Ensure it checks both management and performance of the system ■ Send the audit report to senior management and write a review for the next cycle 	<p>Management can plan the next cycle with tangible data</p> <p><i>Outputs</i></p> <ul style="list-style-type: none"> ■ Audit report assessing effectiveness of SMS ■ Review report incorporating actions to be carried into the next SMS cycle
Report	Communicates management actions and performance to all relevant stakeholders	<ul style="list-style-type: none"> ■ Identify audience ■ Gather information ■ Decide reporting system ■ Publish and disseminate 	<p>The tour operator can demonstrate its sustainability performance to stakeholders</p> <p><i>Outputs</i></p> <ul style="list-style-type: none"> ■ Published and disseminated document with credible and transparent presentation of sustainability achievements in a management cycle

Engaging Staff Through Internal Communication



2. Engaging Staff Through Internal Communication

Staff commitment is a vital component of any sustainability strategy. A company's employees are the front line in implementation of its Sustainability Management System, and understanding, support and a perceived sense of ownership of the strategy among staff can be the difference between the success or failure of any efforts to implement sustainability practices.

Staff engagement begins with education and awareness-raising about the link between tourism and the environment, local economic development, social conditions and opportunities, and cultural traditions, as well as the company's policy, programmes and activities. It also involves motivating staff to support sustainable tourism initiatives through their roles at work or as volunteers outside of the workplace.

This section discusses the key issues related to setting up an internal communications strategy, including the types of messages that staff will respond to, how to get the message across, and ways to involve staff and get their support for the sustainability programme.

2.1 DEVELOP A STRATEGY AND COMMUNICATION PLAN

An internal communications strategy that addresses multiple levels, objectives and audiences is the most effective way to guarantee that permanent change is achieved and that all staff participate fully in the implementation of the company's sustainability goals and objectives. The strategy can help to focus management and staff on the strategic importance of sustainability to the company's continued success and facilitate changes in attitude and the development of a new corporate culture and new ways of doing business. A good communications strategy will encourage diversity and an open exchange of ideas, promote a sense of unity and common purpose throughout the company.

The three main components of a written communications strategy are:

- An aim;
- A description of the strategy's objectives and targets, which will evolve as employees become more engaged and committed; and
- A yearly plan, i.e. a budgeted calendar of actions for the coming year.

The communications strategy should utilize a variety of messages and tools, appropriate for different goals, needs and audiences. It is an implementation mechanism in its own right, designed to guarantee the effective and efficient implementation of the overall sustainability strategy.

The first step in creating a communications strategy is to review the existing levels of knowledge, awareness and commitment among staff, by speaking with a few employees at each level of the company. An understanding of staff knowledge about and attitudes toward sustainability and current company practices can help ensure that the communications strategy is appropriate. Repeating this exercise annually can provide feedback on the success of the previous year's actions.



Make it as simple as possible for people to change their work habits, and ensure that changes have strong top-management support.

Based on the assessed level of awareness, communications objectives, proposed messages and methods of communication can be set for each targeted audience, including top management, middle management and all staff (see Table 2 for a sample result of such an assessment). As in the overall SMS, the communication strategy's objectives should be SMART – Specific, Measurable, Achievable, Realistic and Time-bound (see Table 3 on p. 22).

This analysis of staff knowledge and attitudes can then be used to develop a communications plan, which is a calendar of communication activities including budgets, deadlines, task owners and budget and completion indicators. The communication plan should be manageable and achievable; it is easy to underestimate the time involved in communication. Priority should be given to high-impact/low-cost activities that can be delivered within the company's current operational structure.

2.2 DEVELOP THE MESSAGE

Sustainability messages should be tailored to their intended audiences. Different groups of staff will require different messages, depending on their previous knowledge, level of engagement and the company's expectations for their participation. Messages should be designed to support the overall goals of the sustainability strategy, for example raising awareness about facts or events, or changing employee behaviour.

The challenge of developing appropriate and effective messages is to make the information different, fresh, attractive, interesting and striking. It is important to communicate one message at a time, without overloading people with information but reminding them regularly, while providing information at the right time and at the appropriate frequency. Messages should also be delivered through the channels that people favour most (for example, don't send e-mails if people complain that they receive too many already).

Table 2. Sample result of a staff awareness assessment

Audience	Level of awareness	Objectives	Messages	How to communicate messages
Top management	Medium	Obtain buy-in and have identified sustainability actions included in company strategy	<ul style="list-style-type: none"> ■ Company's sustainability ■ Cost reduction ■ Risk reduction ■ Regulation issues ■ Competition issues ■ Media pressure ■ Brand image and reputation ■ Share price ■ Social responsibility 	<ul style="list-style-type: none"> ■ Presentation/briefing at board meeting with business case ■ Roundtable with board directors and external adviser ■ Face-to-face meetings with CEO
Middle management (Sales, HR, Procurement, Finance Regional, etc.)	Low	<p>Raise awareness</p> <p>Engage them in one or two tangible actions in Year 1</p>	<ul style="list-style-type: none"> ■ Remind about top management decisions ■ Remind about scope of sustainability and reasons for urgent action ■ Describe tangible benefits/cost reduction (figures) related to specific actions 	<ul style="list-style-type: none"> ■ Letter from the CEO ■ CEO's editorial in internal newsletter ■ Initial training ■ Information leaflet supported by Intranet pages ■ Sustainability manager to present at meetings
All employees	Low	<p>Inform</p> <p>Raise awareness</p>	<ul style="list-style-type: none"> ■ Inform, explain sustainability and its stakes both for the world and for the company ■ Highlight company's focus and actions decided by top management 	<ul style="list-style-type: none"> ■ Video (externally made by NGO or government) ■ Information leaflet ■ Intranet pages ■ CEO's editorial in internal newsletter. ■ Quiz ■ Presentation at all-employee events

Table 3. Characteristics of ideal communication objectives		
	Description	Comments
Specific	Clear and simple, so that they can be understood by management and those having to implement them	A specific objective might be: 'All headquarters employees to be fully informed of the recycling programme and be requested to implement waste separation by no later than month 3'
Measurable	Able to be checked through simple evaluation, allowing the company to report on performance	If the objective is for every employee to read and sign the ethical chart by the end of year 1, measurement targets might include 50% by month 9; 70% by month 10, 100% by month 12
Achievable	Manageable with current resources	For example, do not plan to use Intranet pages as the basis of a communication plan if the setting up of a new Intranet is not in your control. Use other methods in the meantime and liaise with the appropriate department to ensure future influence over the Intranet project
Realistic	Ambitious, but not unrealistic (which can be demoralising)	Changing attitudes and behaviour takes time. Set percentage increments of number of staff doing certain things, rather than assuming it will all happen at once. Expecting all staff to do something is usually unrealistic
Time-bound	Reasonable deadlines, logical sequencing, timely delivery, and some lag time for delays	Deadlines for a training programme might include: Training support designed by month 5, training support approved, produced and available by month 6, training session starting month 8

Messages will be most effective if they are conveyed in simple language and simple words that can be understood by everyone in the company across cultures and countries. Messages should be straight to the point and express key ideas briefly, avoiding unnecessary technical words and using short sentences and clear paragraphs. Translations of important messages into the employees' native languages are much appreciated, as they reach a wider audience.

EXPLAINING AND CONVINCING

The success of an internal communications strategy depends on the ability to influence and convince employees, and for this, issues have to be explained and decisions justified. Much of this communication will involve answering common questions that employees might have about sustainable development, why it is important and their role in achieving the company's sustainability goals. These questions might include:

- I What is sustainable development?** Understanding what sustainability and sustainable development are is the first step towards increased employee support for and participation in responsible tourism-related activities. This message should include a review of critical environmental, social and socio-economic issues, linking global topics to local actions and solutions. Tangible facts and figures will help support the argument. The meaning of several key words can be enhanced by saying that it is a company's corporate social responsibility to take action towards sustainability, and that business ethics determine the extent of this responsibility.

- I Why should a tour operator work on sustainable development?** Communicating the benefits for the company of working towards sustainable development will be a key part of the sustainability message. These benefits might include ensuring the medium-to-long-term sustainability of the business, increasing business efficiency and economic benefits (e.g. reduced costs), meeting customer demand, increasing competitiveness, diminishing risk, improving brand image, public relations and reputation, improving relations with stakeholders, and anticipating and responding to emerging societal values.
- I What do I have to do?** Action-focused messages are useful to help break down what might otherwise seem like a huge task. Proposing a list of possible actions and allowing employees to choose which ones they will implement helps staff feel in control and that they have some ownership of their decisions. The emphasis of this message has to be in showing the positive impact of every small action. For those who argue that implementing sustainability actions will bring additional constraints, explain with practical examples how little changes can have a big impact.

MESSAGES FOR SENIOR MANAGEMENT

Because the commitment and support of top management is critical to the successful integration of sustainability into a company's operations, a key early focus of internal communication should be on messages to the company's CEO and Board of Directors. Linking sustainability with issues such as business trends, politics and upcoming regulations, media and company reputation should capture their professional interest. The challenge is to interest them personally, for example by organising a roundtable discussion with the Board of Directors and one well-known personality, such as a respected company senior manager, a journalist or another influential person. Many companies have also found that receiving a public award made a big difference in how their sustainability work was perceived internally.

Similar messages should be delivered to all senior management, to ensure broad and visible support for the sustainability strategy at the top levels of the company. Senior management generally responds well to information about market drivers and a concrete business case to show how sustainability can contribute to the company's economic success. Other business arguments can include cost savings from reductions in resource use, the possible impact on the share price as investors become increasingly interested in corporate responsibility, the actions of competitors, and the value of pre-empting any future legislative requirements. The communication strategy can also appeal to their moral sense of right and wrong by emphasizing the societal responsibility of companies and the importance of gaining employees' and customers' respect, as well as their company pride by highlighting success stories and awards.

MESSAGES FOR MIDDLE MANAGEMENT

As middle managers will be the ones to operationalise any sustainability plans, it is important that they support changes in business practices and are willing to make time for any new and additional sustainability-focused activities. Any communication to these individuals should include the competitive advantage and improved economic performance that will result from increased sustainability, customers' interest in corporate responsibility, the potential for higher revenue, and the opportunities for innovation, personal image improvement and career development.

The key departments to reach with these messages are marketing (designing and managing products), procurement (contracting with suppliers), sales (dealing with customers) and human resources (interacting with employees). Sales teams, for instance, are the closest link to customers, and it is therefore extremely important that they fully understand the company's strategy and convey an appropriate message about sustainability values and their positive advantages to customers.

For example, the human resources team needs to understand that sustainability is a key component of a company's reputation and can help to attract and recruit high-level employees, retain "good" people, keep motivation and morale high, and reduce absenteeism. Employees who feel that their company is concerned about their development, their performance and society as a whole, rather than just its financial performance, will be more dedicated and effective in their jobs.

2.3 CHOOSE APPROPRIATE AND EFFECTIVE METHODS OF COMMUNICATION

An internal communications strategy can take advantage of a wide range of methods to promote sustainability. The choice will depend on the specific characteristics and constraints of a company. For example, technical tools might not be as useful in a company where there is limited staff access to computers, while games and quizzes might be less appropriate in some cultures or countries. Other considerations include organisational structure, for example what would be the most effective way to reach thousands of employees in dozens of locations, and the financial budget for internal communications.

In general, using simple and popular methods works best. Putting up a poster near the coffee machine, creating a wall display in an empty corridor, sticking Post-it notes on someone's computer screen to remind them of a meeting, and using the e-mail signature to remind staff of websites and forthcoming events are all efficient methods. Another approach is to build sustainability issues into already scheduled or planned activities, for example to the agenda of an already scheduled meeting, or in the company's procedures manual and the staff induction training modules. Whatever the method, sustainability messages should stand out and be fun and exciting, so they are remembered; creative communication methods can go a long way towards increasing support for the programme.

This section reviews the range of methods that can be used to promote sustainability goals within a company (except for training, which is discussed in detail in Section 3). Table 4 gives some additional guidance on how to choose the most appropriate methods for different communication purposes.

WORDS FROM THE CEO

A statement from the CEO should be one of the very first actions implemented, in order to show that top management is committed to the sustainability strategy and to gain management and employee support for the programme. The communication from top management can be made through a meeting, a speech at an employee event, an e-mail to top managers and/or to all employees, an internal newsletter editorial, weekly or monthly updates (via e-mail or Intranet) and other methods. These words from the CEO should be updated on a regular basis, to report on progress and future plans (ideally one to four times a year). The challenge is to demonstrate the implementation of this commitment through tangible actions that are visible to all staff.

MEETINGS

One of the most effective ways to communicate messages internally is through face-to-face meetings, which give a direct message to several people at one time, while allowing for dialogue, debate, and questions and answers. Personal interaction has a stronger impact on people than written or other messages, although this strategy may pose financial and time challenges if it requires travelling to visit local teams on a regular basis.

Meetings are an excellent way to get management's attention, raise awareness or train. Meetings are time-consuming, so it is important that they are well-planned and useful. Inviting an external speaker to present to the team can help make the message more appealing. While it will be easier to focus specifically on sustainability issues at meetings that are called just for that purpose, the challenge is that some staff may choose not to attend. Alternatively, for issues that involve all staff, sustainability can be included on the agenda of a broader meeting; this strategy may have a lower impact but will reach more people.

Informal meetings are a good way for senior management to meet with all employees (or a regional manager to meet with his team) and spend some time discussing non-operational issues. A regular lunch meeting can encourage progress and increase involvement in sustainability actions, and employees might feel more encouraged to share experiences in a less formal setting. Although informal meetings can reinforce formal processes, on their own they have little mandate.

Another way to transmit sustainability messages is through all-employee events, which can be of all sizes and nature, depending on the structure and size of the company. For medium or large companies, these events are usually organised once or twice a year, with a CEO's address, company results, presentations, speeches by internal or external speakers, workshops and fun activities. Small companies may organise

Table 4: Tips for choosing the best communication methods				
Method	Best to...	To reach...	Easier to implement in...	Comments
Words from the CEO or from senior management	<ul style="list-style-type: none"> ■ Give direction ■ Explain strategy ■ Engage ■ Strengthen employees' commitment 	<p>All management</p> <p>All employees</p>	All organisations	Strong impact, but words must be accompanied by tangible actions.
Meetings				
<i>Team meetings</i>	<ul style="list-style-type: none"> ■ Convince management and teams ■ Strengthen message ■ Convince and explain ■ Adapt message to each team ■ Obtain live feedback 	<p>Management</p> <p>Small-to-medium teams</p>	All organisations	Ideal if team members are located in one or a few locations.
<i>Informal meetings</i>	<ul style="list-style-type: none"> ■ Influence (as it involves personal relations) ■ Obtain live feedback ■ Convince and explain 	<p>All teams</p> <p>All employees</p>	Small teams in all organisations	Ideal if team members are located in one or a few locations.
<i>All-employee events</i>	<ul style="list-style-type: none"> ■ Gather all employees around the company's strategy ■ Give strong messages and objectives 	All employees	All types of organisations	Budget will depend upon employees' office location.
E-mails	<ul style="list-style-type: none"> ■ Send short messages, urgent messages or reminders 	Specific groups or teams	Medium-to-large organisations	Ideal if employees are based in different locations.

these events at a smaller scale, on a more regular basis and in a more informal way. Sustainability can be included both in the 'working part' of the event (presentations, workshops) and in the 'fun' part of the event, where quiz, competitions and games can be organised. This is also an excellent opportunity to invite external speakers. The large number of staff involved makes this an expensive option.

E-MAIL

E-mail is a fast and direct way to reach many people at one time. Messages should be short and get right to the point, with a link to an Intranet page with more details if necessary. E-mail is useful when a list of relevant staff with similar profiles can be found and information is tailored to their needs, such as the date of an event, an important announcement, a regular newsletter, reminders or requests for feedback.

PUBLICATIONS

Printed publications can reinforce the credibility and value of a company's sustainability messages and actions and supplement other information sources, such as Intranet or Internet pages. In addition to the standard corporate reports and newsletters (discussed in more detail below), a company might include sustainability issues in more targeted documents such as product brochures, training manuals, guidebooks, leaflets providing practical guidelines for each department, or an environmental brochure for all employees and customers.

2. Engaging Staff Through Internal Communication

Much information is already published by official sources and, with permission, can be tailored for internal use in publications. Issues to consider when deciding whether to publish documents include the distribution strategy and the cost-effectiveness of printing over other communication methods. Using recycled paper and vegetable oil-based inks is important to avoid criticisms.

Corporate sustainability report

A company's sustainability report is an official document directed at shareholders, legal authorities and other stakeholders, providing comprehensive information about the company's full range of corporate social responsibility activities. The report, which may be issued either within the company's annual report or separately, should include strategy and policies, performance and progress with facts and figures. Companies often write internal sustainability reports for a couple of years before they begin to make the information public in an external report, usually released on the Internet to reduce production costs.

Internal newsletter or magazine

If an organisation is already publishing an internal magazine or a newsletter, the most effective way to promote its sustainability strategy is to include a regular sustainability 'column' in the existing publication, especially if it is well-known and popular. While only a small space may be allocated to start with, endeavour to expand this space with new stories and content. Newsletters can range from glossy documents to simply produced Word documents or even electronic newsletters sent via e-mail. Larger firms might consider a newsletter specific to sustainability issues, as an informative quarterly or bi-annual update on progress made. In some companies, it may be useful and appropriate to translate this newsletter to different languages.

Newsletter or magazine articles on sustainability should emphasise actions taken by people and how these actions have made a difference and can be replicated elsewhere. To gather newsworthy items, a committee of employees that are in touch with different parts of the firm can work to feed ideas to the newsletter editor and provide feedback from their own departments on the value of the last published issue.

INTRANET

A company Intranet can be an efficient channel for providing up-to-date information at all times and enhancing knowledge sharing, not only about sustainability but also all internal matters, including human resource management and operations. This Intranet site should be set as the default browser homepage of all employees.

Intranet sites should be reliable and user-friendly, using appropriate technology that is reliable and fast. Simple navigation systems can ensure that information is only a few clicks away. To encourage regular reading by employees, information should be lively and timely, using the homepage as a bulletin board, posting the latest news and events, while removing outdated information. The content should also be useful and attractive to staff, allowing them to download up-to-date copies of operating procedures and templates as well as background reports and archives. Short paragraphs, attractive typesets and an easy-to-follow structure will contribute to more regular usage.

An interactive Intranet site is a good way to engage some users, through regular yes/no polls on sustainability practices, feedback forms, reporting forms, and an open forum for adding contact names and addresses for information on sustainability. An online discussion forum (similar to a web chat room) allows employees to post questions for peers, experts and/or management to answer. It is important that staff have confidence that management will use this to help employees, rather than to unlawfully gather information about staff feelings and behaviour.

IMAGES

A wide range of supporting images can reinforce a company's sustainability message. Some, such as videos, can be expensive to produce, while the majority (including stickers, posters, logos and computer images) are inexpensive but effective ways to convey brief messages.

Table 4 continued: Tips for choosing the best communication methods

Publications				
<i>Brochures, Leaflets, Flyers</i>	<ul style="list-style-type: none"> ■ Reach each employee individually ■ Reinforce credibility and value of the message ■ Use for internal and external communication 	Management All teams All employees	Medium-to-large organisations	Budget could be an issue.
<i>Corporate report</i>	<ul style="list-style-type: none"> ■ Show company's commitment by communicating externally ■ Measure progress with tangible figures 	Management All employees	Large organisations	A summary of the report works well internally.
<i>Newsletter or Magazine</i>	<ul style="list-style-type: none"> ■ Regularly provide latest news and progress ■ Highlight employees' initiatives and give recognition 	Management All employees	Medium-to-large organisations	Paper support may have a stronger impact, but budget could be an issue. On-line support will be more cost effective if all employees have access to the Intranet.
<i>Intranet</i>	<ul style="list-style-type: none"> ■ Provide up-to-date information at all times ■ Propose information to match individuals' needs 	All employees, providing they have access to a computer	Medium-to-large organisations	
Images				
<i>Videos</i>	<ul style="list-style-type: none"> ■ Catch employees' interest ■ Convey messages when words do not work as well ■ Overcome language issues ■ Show good practices 	All employees or specific work teams	Large organisations	Budget could be an issue, if produced externally.
<i>Stickers</i>	<ul style="list-style-type: none"> ■ Give a reminder ■ Highlight short messages, catch phrases logos URLs, etc... ■ Support a campaign 	All employees	Medium-to-large organisations	May need to be translated for different countries.

Videos

Videos can be used when images convey a message more efficiently than words. Typically, videos are used in training to show staff what actions are required, demonstrate do's (rather than emphasising don'ts), showcase interviews of partners and employees, and show concrete examples (e.g. waste separation, energy and water saving practices, etc...). In addition, images showing the consequences of not acting (e.g. waste and pollution), can have a powerful impact. As making a professional video is expensive, collaboration through a tour operator association may be a more viable option for many companies.

Stickers

Stickers can support a campaign, trigger actions or serve as a reminder to employees about a sustainability objective. They can also display logos, slogans or catch phrases. For example, stickers can be placed next to light switches to remind people to turn off the lights.

2. Engaging Staff Through Internal Communication

Posters

A poster is efficient for short messages, especially when illustrated by a striking image or photo. Posters can emphasize a key sustainability message (slogan, catch phrase, logo), underline the values of the company, describe environmental commitments, announce a major event or a calendar of events, or support a campaign. Posters should be put in places that are most used by employees; they have maximum impact when placed in entrance halls, lifts, corridors, offices, open spaces, by the coffee machine or in the lunch area.

Logos

A logo for the sustainability programme can help in providing a memorable identity used in e-mail signatures, on the Intranet, in the employee handbook and other internal publications, and on posters and stickers. A logo can easily be made using a computer programme at virtually no cost.

Computer images

Computer images in the form of screen savers and wallpaper are non-obtrusive ways to reinforce sustainability messages, including the company's and sustainability programme's logos. These can be downloaded from the Intranet site by staff.

GAMES

Games such as treasure hunts and quizzes can help staff understand and remember sustainability messages, and can also serve as team-building exercises. They should be used with caution, however, as games used in the wrong setting will only create resentment amongst staff.

Treasure hunts can be used as ice breakers in training sessions. While looking for a 'treasure', the employees tour their working environment (a plant, a hotel, offices) to identify sustainability issues and areas for improvement (e.g. health and safety, energy saving, impacts on the community). Such games need to be introduced with a general presentation or a video to explain the bigger picture, remind staff of critical global and regional issues and explain how individual actions can make a difference.

A quiz can be quickly and easily organised in a company, to effectively communicate important information in a pleasant and fun way. Possible questions might include:

- What are the three pillars of sustainability?
- What is one of the sustainability objectives for our company?
- Mention three ways in which the company helps suppliers be more sustainable
- What is the percentage of paper waste reduction achieved this year in our company?

Answers to the quiz questions might be found on the sustainability part of the Intranet or in some of the working documents of the company. At the end of the quiz, the correct answers should be publicised along with the name of the winner. There should be a prize, for example the opportunity to decide which charity will receive a donation from the company.

METHODS TO SUPPORT ACTION

A number of other supporting methods can be used in co-ordination with those listed above.

Questionnaires

An employee questionnaire can help assess staff awareness, determine whether information provided is relevant to their needs, and provide a good base from which to write communication objectives. Depending on the size and structure of a company, the questionnaire can take various forms, from an e-mail with a link to an html form that people fill in, to a Word document that employees fill in and e-mail, fax or mail internally.

A questionnaire should be short, first explaining its objective, estimating how much time it will take to fill out, and detailing the expected outcomes of the survey and the next steps that will be taken. Although simple

Table 4 continued: Tips for choosing the best communication methods

Images cont.				
<i>Posters</i>	<ul style="list-style-type: none"> ■ Support a campaign ■ Announce an event ■ Make a message visible at all times in work places 	All employees	Medium-to-large organisations Small organisations (budget allowing)	
<i>Logos</i>	<ul style="list-style-type: none"> ■ Keep reminding employees of a commitment or a campaign ■ Link all communication activities together 	All employees	All organisations	Small budget required, if done in-house. To be used on all supports.
<i>Computer images</i>	<ul style="list-style-type: none"> ■ Be used as reminders ■ Keep people on the sustainability agenda 	All employees who have access to a computer	All organisations	Small budget required, if done in-house. To be used on all supports.
Games				
<i>Treasure hunt</i>	<ul style="list-style-type: none"> ■ Help employees grasp the reality of issues ■ Attract attention through a fun activity ■ Drive attitude changes 	All employees	Small organisations or small teams within medium-to-large organisations	
<i>Quiz</i>	<ul style="list-style-type: none"> ■ Raise awareness and knowledge ■ Attract attention through a fun activity 	All employees	All organisations	The Intranet is an ideal support.
Supporting methods				
<i>Questionnaire</i>	<ul style="list-style-type: none"> ■ Measure level of awareness ■ Obtain feedback 	All employees	Medium-to-large organisations	The Intranet is an ideal support.
<i>Idea box</i>	<ul style="list-style-type: none"> ■ Obtain feedback ■ Get ideas for new initiatives ■ Measure impacts 	All employees	All organisations	
<i>Catch phrase</i>	<ul style="list-style-type: none"> ■ Remind employees of sustainability commitment ■ Engage employees around one goal 	All employees	All organisations	May need to be translated/adapted for different countries.
<i>Work objects and items</i>	<ul style="list-style-type: none"> ■ Increase visibility of message and remind employees ■ Support a campaign 	All employees	Medium-to-large organisations	May not be appropriate in all cultures.

2. Engaging Staff Through Internal Communication

'yes/no' boxes and multiple-choice questions can facilitate completion and analysis of the surveys, they don't necessarily prove that staff understand a point. It is important to publicise survey results back to all staff and explain any follow-up actions. Respondents need to know that their questionnaires will be confidential and that the results will not be used for other purposes.

Idea box

Idea or feedback boxes provide a central spot to collect people's ideas for a specific point. While an idea box might be an actual physical box placed somewhere in the building, it can also be set up as an e-mail address where people send their ideas, or via an Intranet page where they fill in and send an electronic form to one single point of contact. It is important to reply to each e-mail or form received and give recognition to good ideas.

Catch phrase

A catch phrase or a slogan, i.e. a word or a short sentence, can be used alone or added to a logo. It can be a significant challenge to find the right expression or word that will have a positive and long-term impact, however. Tour operators will need to check for possible misinterpretations, particularly in translating the phrase or when it is being read by non-native speakers of the company's main language.

Work objects and items

Office or work items – such as recycling paper boxes, office stationery, pens, pencils, calendars, recycled paper notebooks or mouse pads – can effectively communicate sustainability messages, if they are useful, enjoyable, visible and made with sustainable materials. The best supports are items that employees actually need and use every day. If they are nice-looking, fun and of high quality, they will be even more popular, and their impact will be greater.

2.4 IMPROVE THE EFFECTIVENESS OF COMMUNICATION

Whatever the message and whatever the channel used to send that message, there are several important things to remember when embarking on an internal communications strategy, including the importance of transparent and high-profile activity, the value of personally involving employees, and the opportunity to decrease the burden of communication by sharing responsibility with other organizations or departments.

ACT VISIBLY AND TRANSPARENTLY

To increase staff buy-in, the outcomes of sustainability efforts should be visible to all employees. Actions led by top management that engage the entire company are the most powerful. In addition, the United Nations and other international organisations often sponsor official days for specific causes, which a company can use to highlight that cause and organise some internal actions to promote the issue.

External communication can also contribute to an internal communication plan. Companies are often wary about external communications regarding sustainability efforts, as the subject may lead to controversy with NGOs, press and external stakeholders. Yet, any message that the company conveys to external audiences will have a significant impact on staff by showing that the company is transparent and committed, and reinforcing its credibility, good will and long-term commitment to sustainability.

Employees should always be informed promptly about any outside publicity or communication efforts, especially those staff that are in contact with customers. A company Intranet is an effective way to disseminate information about promotional campaigns, press releases, customer publications, participation in events, press coverage and official company announcements.

Transparency of communication efforts is essential to ensure credibility and gain commitment. Any reports on sustainability activities should include tangible figures on successes, provide information on areas where progress is still to be made, and give justifications and descriptions of plans for improvement.

INVOLVE EMPLOYEES

Encouraging and rewarding the personal involvement of staff in sustainability efforts can increase participation and generate a strong feeling of ownership and commitment to the company's sustainability strategy. For example, a company can support their employees' involvement in a local voluntary initiative by giving them time off work to participate (e.g. one to two weeks per year) or by making financial or in-kind (transportation, meeting spaces, equipment) donations to local conservation and development initiatives. Creating a network of staff that support or are involved in sustainability actions is a cost-effective way to generate ideas. The formality of such a network will depend on each company, although it will likely be a voluntary network of like-minded individuals who meet several times a year to share experiences in implementing the company's strategy.

It can be very effective to develop personal relationships with key people in the organization, who can then become 'ambassadors' for the sustainability programme. Explaining the programme in person to people will go a long way toward increasing the likelihood of their acceptance of sustainability messages through other methods. Depending on cultures, informal but important conversations can happen while having lunch, over a drink after work or over a coffee. For example, personally alerting people that something of interest to them is going to be sent through e-mail makes it more likely that they will read the message.

Recognizing employees' achievements and actions can also contribute to increased sustainability performance. Communicating local team results via the Intranet or reporting local initiatives and successes in the internal magazine can foster a healthy competitive spirit among teams or departments and create positive models for further action. Highlighting individual employees' actions either at work or as volunteers, through an article in the internal magazine, a news bulletin on the Intranet or a prize (preferably given by management) will contribute to morale and encourage further actions by other employees.

When reaching out to employees, it is important to remember that there are no quick fixes when it comes to changing people's views and habits. Introducing sustainability in the workplace will be a slow process, and it is important to consistently deliver without over-promising. A reasonable pace that promotes change is good, but trying to implement change too fast will mean that staff can't keep up and lead to frustration and resentment; achieving the ideal pace will require a flexible approach to encourage the lowest performing staff while understanding their reasons. Messages will only sink in if they are understood, and if they are positive, rather than seeming like orders.

SHARE THE RESPONSIBILITY FOR COMMUNICATION

Turning to other organizations and departments for advice and support can help the sustainable tourism team better communicate its message to both internal and external stakeholders.

Public institutions, NGOs and business sector groups are available to offer knowledge, expertise, advice, and even partnership. Sharing experiences, challenges and successes with peers and competitors that are facing the same issues can help refine and improve sustainability efforts. Publicizing work with external groups to staff and using messages from influential individuals outside the company can help to reinforce the sustainability strategy among employees.

Within a company, the human resources (HR) department can help deliver sustainability messages to staff. As the main contact point for employees, HR can communicate the company's commitment to corporate responsibility through an employee handbook, induction and regular training, a sustainability chart to be signed by managers and employees, a process for employees to report harassment without going through management, equality and diversity policies, programmes to promote career development for women, job shares and part-time schedules for employees who have young families or are caring for elderly relatives, allowing staff to work from home with flexible schedules, recruiting disabled employees and other methods.

The company's in-house communication departments can also be valuable allies in conveying the elements of a sustainability strategy. Large tour operators may have an internal communication department, and developing a personal relationship with that team will help to ensure that sustainability remains a key priority

BOX: Working in a Network

National and regional inbound tour operator associations are ideal bodies to promote sustainability, because they can raise the standards for a larger number of companies and can use their collective power to make changes where individual companies cannot reach. Associations create level playing fields, provide the opportunity to share costs by developing tools that benefit the whole industry, and can lobby collectively (particularly inbound operators). Examples of such associations include the Tour Operators' Initiative (www.toinitiative.org), the Federation of Tour Operators in the UK (www.fto.co.uk), the Dutch ANVR VRO (www.anvr.nl), and Forum Anders Reisen in Germany (www.forum-anders-reisen.de), amongst others.

for the company. It is also helpful to remain in close contact with the technical team that uploads information to the company Intranet, to ensure that sustainability Intranet pages are considered priority actions.

Most companies will have an external communication team that manages information coming into the company, such as new legislation, competitors or media, as well as any messages going outward, including company announcements, press releases and advertisements. Remaining in close contact with this team can increase access to timely information and help ensure that sustainability issues are given a high-profile, both inside and outside the organizations.

Implementing Training on Sustainable Development



3. Implementing Training on Sustainable Development

Training programmes can be very effective in changing staff attitudes and behaviour. Training can take place as part of the new employee induction programme, or as a part of regular staff development. While training sessions can be conducted on-line or through other distance-learning methods, the most common form of training is still face-to-face.

A training programme designed to support a company's sustainability strategy should begin with general training for all employees on specific sustainability issues, to give staff a common level of understanding. This is particularly important when companies are just starting to implement sustainability actions and when the level of awareness among employees is relatively low. This training can then be followed by more specific courses and modules targeted towards particular groups in the company, working with line managers and the human resources department to provide more detailed information that has a direct application in their jobs.

Any training packages should be adapted to the jobs, concerns and level of awareness of the intended audience, as well as the local constraints and considerations. Practical training that uses examples, business cases and lessons from the experiences of colleagues and competitors works best. Training programmes can use a variety of tools, from presentations and videos, to role-playing and simulation games (e.g. a mock conversation with a customer) to on-line self-directed training, with readings, exercises or quizzes, and feedback provided to the trainee. Programmes should also be supported by post-training manuals, CD-ROMs or DVDs. Cost will vary depending on the scope and level of sophistication of the training materials.

This section provides an overview of training issues to help responsible tourism managers prepare face-to-face training sessions for their companies, including how to plan an appropriate training programme, how to engage employees and ensure a good working relationship with them, and how to solicit and use feedback from participants. The section also includes a series of examples of training exercises and a list of questions to ask to assess how effective the training has been at increasing participants' knowledge and understanding of sustainability issues. Finally, the section concludes with a sample schedule for a two-day training programme on sustainability management at a tour operator. This sample schedule is based on the assumption that the training programme would follow the elements discussed in the companion report to this document, **Integrating Sustainability into Business: A management guide for responsible tour operations**, which would be handed out to the participants.

3.1 PLANNING

Preparing a training session requires considerable advance planning on both logistics and the content of the programme. To ensure that the event runs smoothly, it is important to ensure that all logistics are organized and equipment and facilities are in good working order and are suitable to the needs of the event. In addition, trainers should have a good understanding of the specific training needs of the organisation and individual participants, to ensure that content is appropriate and engaging and achieves the intended outcomes of the training programme.

LOGISTICS, EQUIPMENT AND FACILITIES

Anticipating and meeting the basic logistical needs of a training session can prevent delays and confusion before the training even begins. If the training is taking place away from the participants' workplace, they should be provided with maps and information on how to get to the training place, with estimated times for travelling there by car, schedules for public transportation, and information about local facilities such as hotels and restaurants. Signs should be posted at the facility to direct employees to the training room, and once they have arrived, each participant should be given a name tag with his or her name and company (or department, if it is an internal event). Participants should be checked off a master list as they arrive.

It is equally important to check all equipment and furniture. Malfunctioning videos, overhead projectors, air conditioners or heaters, and missing flipcharts, pens or power cables can delay a training session and

undermine the authority of the trainers. Tables and chairs should be arranged to suit the activities and should encourage group participation and interaction. Knowing in advance how many people are expected to attend can help a trainer ensure that the correct number of chairs is available, and avoid the embarrassing, but common, situation of people sitting in the back while the three front rows are empty.

Finally, arranging catering, including coffee on arrival, mid-morning or afternoon coffee breaks and lunch, if necessary, will cut down on lost time later and keep participants motivated and alert. Check also whether participants can take food and drinks into the meeting room, and whether coffee is served at the end of lunch. There is nothing more frustrating than getting lunchtime wrong and either having a group waiting for lunch that hasn't yet arrived or serving reheated food because the group arrived late. A range of food choices, including for vegetarian and those on any special diets, as well as a variety of drinks will help keep participants happy.

TRAINING MATERIALS AND CONTENT

Careful preparation of all training materials, exercises and the schedule can also help to ensure that the session runs smoothly, that participants are satisfied with the experience, and that the intended messages are effectively conveyed. It is good practice to prepare handouts on all material covered, as well as sources of further information, so that participants can refer back to them during and after the training. In some cases, trainers might send the handouts to participants in advance, if they think they are likely to read them (however, this is often not done, as trainers cannot assume they have been read). It is also useful to have extra copies of all materials available at the training, in case additional, unexpected people choose to participate or some individuals forget their copies.

In some instances, it can be useful to give employees a pre-event task to prepare them for the training, bring them up to the required level of knowledge and help them think about the relation between the training topics and their day-to-day activities. The information on this task should be sent to participants well in advance of the training, needs to be clear, cannot be too demanding and, if possible, should include a template document for them to record the results that will be needed for the training. However, as with advance handouts, trainers should not rely on all participants completing the task before the training session.

Because most exercises take longer than expected, it is smart to plan fewer activities but see them all through to completion. For this reason, it is useful to have prepared examples of the possible outcomes of an exercise (i.e. a completed table), in case an exercise has to be brought to an end before people are ready. This can also mean being flexible about cutting down on material planned for later in the day, although the trainer needs to give the impression that such changes will not compromise the objectives of the whole training session. Along the same lines, to be able to adapt training to the needs of the participants, it is valuable to prepare a few additional activities and presentations, foreseeing possible changes. Too often a trainer only finds out on arrival that the participants have already covered a certain topic in another training session.

Planning to start and finish on time is also important. Coffee breaks are necessary, and sufficient time should be allowed for both breaks and lunch; it is easy to underestimate how long it takes to serve all delegates. Nevertheless, a trainer should remain in control of the programme and ensure that breaks do not run over their scheduled time. If coffee breaks have to be shortened to make up time in a schedule, the trainer should still allow time for people to get a coffee and bring it to the table.

3.2 ENGAGING AND MOTIVATING PARTICIPANTS

The objectives of a training session should be clearly established in advance, based on a training needs analysis that is usually conducted by the organisation commissioning the training and revised by the trainer in preparing the training programme. Talking to some possible participants during preparation of the programme can help identify the specific needs of the target audience.

3. Implementing Training on Sustainable Development

Advertising the training session is crucial to ensure that the right people come, and that those participants understand what will happen at the event. This advertising should include a detailed explanation of what the training is about, who it is for, and what will be covered. Once people sign up, the trainer should try to provide additional information on the training purpose and contents, how the outcomes of the training will affect the way they work, and how it contributes to a broader company outcome and objective. It is helpful for the trainer to establish a personal contact with at least some of the participants, to learn about their reasons for attending and their expectations for the event.

A good trainer will make employees feel appreciated for their participation. Welcoming them, asking about how far they came and about their jobs, addressing participants by name and introducing them to others, will all contribute to creating a receptive atmosphere for active and constructive participation.

At the beginning of a training session, the trainer can take some time for introductions and to ask the participants about their expectations, needs and purposes for attending the programme. Their answers can be written on a chart (making sure to get the wording right), posted in a prominent spot and revisited throughout the training session, when the trainer feels that some of the points are being addressed. While longer training courses warrant extended introductions, half-day sessions should not spend more than 10 minutes on this.

People are more likely to remember what they do rather than what they hear. For this reason, training events work better when they are planned around activities, and activities work best when participants are having fun. Interaction is very important to the success of the event. Difficult tasks should be set for groups rather than individuals, to allow for different levels of skill and understanding. Every effort should be made to avoid alienating participants and to encourage their contributions regardless of their level of knowledge. Perceived favouritism for certain people – for example talking to some more than others, always asking questions of the same people, knowing some names but not others, getting some names wrong or mispronunciations – can seriously undermine the effectiveness of a training session.

Asking for and acting on feedback throughout the training will allow a trainer to adapt the event to the needs and interests of the participants. Feedback will usually come during group discussions by participants, and the trainer should continuously remind participants of the value of both positive and negative feedback. An experienced trainer should be able to abandon the original plans for an alternative preferred by the participants.

At the conclusion of the training session, the trainer should revisit the chart of training needs and expectations created during the opening discussion and ask the participants whether and to what extent those expectations have been met. The trainer can also ask participants to evaluate how much they have learned and assess the value of the programme, in order to allow for revised objectives and to create a list of training needs to be addressed in future sessions.

3.3 TRAINING EXERCISES

Training exercises and activities can keep participants interested and engaged in the content of the training, and help them to more easily remember the key points of the session and apply them to their work environment. This section offers examples of exercises that can be used to address a range of sustainability issues and business areas.

INTRODUCTION

Before getting to the main content of the training session, a brief introductory session, using ice-breaking exercises and showcasing some examples of sustainability can help to make the atmosphere of the training more relaxed and ensure that all participants are starting with a common level of information.

The meaning of sustainability (5/10 minutes)

A short ice-breaking exercise can be to ask participants what they think sustainability means. The discussion can be prompted by giving them the definition of sustainable development as development that 'meets the needs of the present without compromising the ability of future generations to meet their own needs' (from the Brundtland Commission's 1987 report, Our Common Future).

The emphasis of this exercise should be on what does this definition mean in practice, on a Monday morning at 9 a.m. when sitting at your desk? How would a person who is acting sustainably behave differently to someone who isn't?

Sustainability examples (5/10 minutes)

Sustainability needs to be something tangible, that everyone can understand and contribute to. This can be achieved by asking the participants to relate sustainability to their day-to-day work or lives (without making people feel uncomfortable if they do not have examples). Ask participants to mention just one thing they have done in their organisations that they think is sustainable, and why. Alternatively, people can be asked to identify what is sustainable about the way they got to the training session on that day, or what is sustainable about the building the training is taking place in.

MANAGEMENT SYSTEMS

While training on management systems per se can be dull, it can be made more interesting by emphasising action planning to encourage participants to think through the steps in their own companies or specific jobs. The examples below are for training on the early steps of management systems.

Write a sustainability policy (30 minutes to 1 hour)

Allow 30 minutes if this is done simply to demonstrate how the process works, but allot a full hour to get something substantial on paper. In fact it may require longer, but an hour keeps people focused on the task and is sufficient for basic brainstorming, after which somebody can take on the task of tidying up the text and sending it around for comments.

Identify key staff (30 minutes)

This exercise reinforces the importance of understanding organisational culture and how things get done in a company. Divide the trainees into groups, with instructions that each group wants to implement a sustainable supply chain policy and action plan (choose one specific and simple item that can be understood by all). In order to do so, they will need to develop a list of staff and how they can be involved at one of five different levels of involvement:

- Opinion leaders: people respected for their status that can lobby for responsible tourism;
- Decision-makers: people who will affect whether responsible tourism actions are accepted;
- Implementers: people who will have to make things happen;
- Contributors: people who took part in the development of previous ideas and actions; and
- All staff, particularly those people whose jobs will be affected by responsible tourism actions.

Which individuals fall under which category of involvement will depend on how the group proposes to implement the idea.

A table can be used to facilitate the group's brainstorming. Table 5 on p. 38 offers some examples of how staff can be involved in a sample sustainable supply chain programme, for the benefit of the trainer to use as prompts (column 3, How they can be involved); these should be removed before printing the table for the participants. Depending on how well people know one another, the exercise might be able to go as far as listing specific names of people who can be approached, to mention ideas to them and learn from their reactions in order to improve any plans to communicate sustainability internally. If there is limited time, cut out the last two columns (Whom to contact? and Who will do it?) and use the exercise just to show that there are many people involved in making an idea happen.

3. Implementing Training on Sustainable Development

Table 5: Key Departments to Involve in a Sustainable Supply Chain Programme

Main staff and departmental competences	Level of involvement	How they can be involved	Whom to contact?	Who will do it?
Company Board		<ul style="list-style-type: none"> Provide resources and top-level support for the programme 		
Contracting Director and Managers		<ul style="list-style-type: none"> Use sustainability performance as a factor in selecting suppliers Incorporate sustainability clauses into contracts with suppliers (a company's buyers are the most important point of contact for suppliers and in some cases may be their only company contact) 		
Country and Destination Managers and Representatives		<ul style="list-style-type: none"> Discuss sustainability issues and the company programme as part of regular contacts with suppliers Provide feedback and continuous follow-up with hotels and other suppliers Facilitate dissemination of policy and training and awareness materials Identify new local suppliers entering the tourism sector 		
Human Resources Director and Department		<ul style="list-style-type: none"> Incorporate sustainable action plans into job descriptions and staff appraisals 		
Legal Advisers		<ul style="list-style-type: none"> Provide legal advice on wording, inclusion and enforcement of sustainability clauses in suppliers' contracts 		
Marketing Director and Department		<ul style="list-style-type: none"> Develop marketing plan to reflect company's sustainable supply chain strategy Provide incentives to suppliers by offering additional promotion to those with good sustainability performance 		
Production Department		<ul style="list-style-type: none"> Examine the cost implications of the sustainability-induced changes required in the supply chain and their impact on prices 		
Quality/Health and Safety Department		<ul style="list-style-type: none"> Monitor quality and health and safety standards of suppliers Incorporate sustainability performance issues into monitoring of suppliers 		
Sustainability Unit		<ul style="list-style-type: none"> Provide day-to-day management and co-ordination of the programme Offer advice on sustainability issues, technical support, etc. 		
Internal Communications or Training Unit		<ul style="list-style-type: none"> Provide assistance in development of training programmes for staff and suppliers on sustainability issues 		

INTERNAL MANAGEMENT

Some impacts from internal management practices are relatively easy to manage by a tour operator, and they can be quick wins because they provide eco-savings. The advantage of training people early on this topic is that it helps to change their mindset and consider sustainability as something that is part of their business. The challenge is to then help them see beyond internal management issues, as they are only one small part of the whole range of corporate responsibility considerations.

Listing impacts (5/10 minutes)

Using the building where the training is taking place as the setting for an exercise, ask the participants to brainstorm the different impacts caused by erecting the building and by the day-to-day running of it.

Proposing solutions to the impacts (20/30 minutes)

Using the list of impacts developed by the group, brainstorm possible actions, using a chart such as the one below. This helps to test whether the ideas proposed in the management guide are applicable to the location of the tour operator; certain technologies are not available in many developing countries, or if they are, they cannot be used for various reasons. Allow 20 minutes if in one group managed by the trainer, or 30 minutes if in separate groups reporting to the whole team afterwards.

Office Operations	Actions to improve management
Energy consumption	
Water supply and wastewater	
Telecommunications and IT	
Paper (internal use and brochures), office equipment, furniture and other supplies	
Cleaning services	
Catering services	
Gardening/ landscaping services	
Couriers	
Staff travel	

Labour practices and human rights (20/30 minutes)

Discuss the role tour operators can play in ensuring acceptable working conditions for workers at the end of the supply chain. Draw up a list of advantages that these minimum standards could achieve for the tour operator. Participants can do this as a role playing exercise between tour operators and trade union officials (or hotel owners and union reps).

A copy of a report by Tourism Concern on this topic can be accessed via www.tourismconcern.org.uk or directly through www.tourismconcern.org.uk/downloads/pdfs/TC-Union-Final2.pdf

Training needs analysis (20/30 minutes)

The purpose of this exercise is to collect a list of training needs, usually by first asking participants about aspects of their jobs that are new to them or at which they feel they are not performing sufficiently well; these are then listed and grouped into themes. Once the list is deemed sufficient, the trainer asks participants to suggest types of training that could benefit them, either by some people reflecting on training they have done on that subject, or by the trainer proposing some possible methods. The list of training needs will be more complex if there is variety in job types.

3. Implementing Training on Sustainable Development

PRODUCT DEVELOPMENT AND MANAGEMENT

Assessing the sustainability of the destination (30 min)

Agree on one tourist destination that is well-known by the majority of participants, and brainstorm what makes this destination sustainable or not. If all participants are from one tour operator, make sure this is a destination that is featured in the operator's brochure, and discuss why the destination might be selected. Based on the discussion, and with the help of the trainer, develop a draft of key points that this operator wants included in a destination selection policy.

If the participants are inbound tour operators, discuss which type of outbound market and tour operator their destination is appropriate for. If the trainer has travelled in from one of their main tourist markets, it is always useful to bring some brochures of tour operators travelling to that destination to compare with the destination's own aspirations.

Creating responsible holiday packages (45 min to 1 hour)

The participants will consider what is not sustainable about a specific holiday package's elements, including accommodation, transport to and within the destination, excursions and others. A table, such as the one below, can be used to facilitate this activity. Participants should then think of ways in which the tour operator can change the design of the holiday product to make it more sustainable. The challenge here is to differentiate from supply chain management actions that would suggest improving the sustainability of the actual suppliers; here the emphasis is on changing the type of supplier to another type that is less impacting. Finally the last column records the foreseen economic, environmental or social improvements.

The trainer will need a number of copies of the same holiday brochure, or alternatively, brochures from different types of tour operators can be used.

	What is not sustainable?	Product development action proposed	Type of improvement (Eco/Env/Soc)
Accommodation			
Transport (to destination and within destination)			
Excursions, attractions, ground handlers, tour guides			
Food and crafts			

Transport environmental costs (30 minutes)

The environmental costs of transport can be very high, and it is important that staff understand this. The trainer can use a variation of one of these three activities depending on the needs of the trainees.

- Responsible tourism officers and product managers will benefit from calculating the greenhouse gas emissions from flying for each of the holiday products in their portfolio, and the lower emissions from alternative transport methods. Table 6 provides the CO₂ emission equivalent from three different means of transport: air, train and bus. Participants can calculate the different CO₂ emissions based on different transport alternatives for both a medium- (between 452 and 1,600 km) and long-haul destination (more than 1,600 km), which the trainer can choose depending on where the training exercise is run. It is important to consider direct flights versus stop-over flights (which normally mean additional miles) and the possibility of replacing stop-over flights with combinations of train and air travel (which will have lower emissions). If the trainer is going to use this exercise, it is necessary to warn the group and have sufficient calculators ready. This can easily take 30 minutes.

- Tour operators can pay to offset CO₂ emissions that cannot be avoided. Services, including www.myclimate.co.uk and www.climatecare.org, are already offering the opportunity to do such transactions. If the trainer and trainees have access to computers, the trainer can demonstrate how one of these services works in about 10 minutes.
- It is also useful to demonstrate that a holiday consumes a large part of what would be one person's share of the Earth's environmental resources, particularly because of the transport component. For this exercise, the trainer can use a holiday footprinting exercise based on an Excel file that bestfootforward.com prepared for WWF UK (available from <http://www.wwf-uk.org/filelibrary/xls/holidayfootprint.xls>). The trainer can demonstrate this in about 20 minutes.

Air	Train	Bus
Short-distance flights (<452 km): <i>0.18 kg CO₂ per passenger km</i>	<i>0.12 kg CO₂ per passenger km</i> (This is a conservative estimate, based on the highest emission factor used for train travel calculations.)	Diesel bus (long distance): <i>0.05 kg CO₂ per passenger km</i>
Medium-distance flights (between 452 and 1,600 km): <i>0.13 kg CO₂ per passenger km</i>		Diesel bus (urban): <i>0.19 kg CO₂ per passenger km</i>
Long-distance flights (>1,600 km): <i>0.11 kg CO₂ per passenger km</i>		Compressed natural gas bus (urban): <i>0.14 kg CO₂ per passenger km</i>

SUPPLY CHAIN MANAGEMENT

For most tour operators, supply chain management is the single area of work where they could make the greatest difference on sustainability issues, so considerable time needs to be spent around this topic. Activities can cover both the type of standards that suppliers would be expected to comply with, and the extent to which the tour operator accepts responsibility for the performance of suppliers.

Operator-hotelier role play (45 minutes to 1 hour)

Divide the participants into two groups. One represents a tour operator that is going to ask all hoteliers to meet minimum sustainability criteria. What these criteria are doesn't necessarily matter right now, but they will inevitably mean that the hotelier will have to make some investments both in renovating the hotel facilities, as well as in improving staff working conditions. Prepare a list of benefits that the hotel will get from improving its sustainability performance, and from this list, determine what the tour operator is willing and able to do to help the hoteliers. The other group represents the local hotel association, which is concerned about the increased costs. Prepare a list of the benefits that they expect to receive from the tour operator for complying with their standards. After 20 minutes of preparing these lists, each group chooses a spokesperson who will act out the negotiation between tour operator and hotelier.

Supplier development (45 minutes)

A different way of approaching the issue of supply chain management is by exploring the range of actions a tour operator can take to help its suppliers be more sustainable. Splitting into groups of three or four probably works best for this exercise. A table (see example on next page) can be used to help groups brainstorm ideas. The trainer should prepare a list of actions that are specific to the destination or type of tour operator beforehand, to use as prompts in working with the groups. After each group presents its list, the entire group can discuss how realistic it is for tour operators to take those actions, and what are the limits to the corporate responsibility of tour operators.

If there is less time available for this activity, each group might work on just one column (i.e. economic, socio-cultural or environmental), partly because this is a quicker method, but also because some actions (such as supplier training) can help in all three areas. However, if time permits, it is useful to have all three columns, as the results usually demonstrate that most of the actions taken at present are environmental,

3. Implementing Training on Sustainable Development

and few companies are considering economic or social issues. This is because, by training people on environmental issues, companies can help reduce costs, but by asking for better staff relations or the use of more local produce, the tour operator could be increasing operational costs and therefore opening the uncomfortable question of whether the tour operator will pay higher prices for increased quality. This in itself is a worthwhile debate at the end of the exercise.

	Economic	Socio-cultural	Environmental
Accommodation			
Transport			
Food			
Crafts			
Excursions and ground handlers			
Guides and porters			

Hotel product efficiency and waste exercise (30 minutes)

Although tour operators often find it difficult to think of examples of things a supplier could do to be more sustainable, there are many things that are simply common sense. The trainer can use this exercise as a 15-minute warm-up to assess how a hotel can manage the products supplied for efficiency and sustainability. Groups of two to three participants can list about two products each that a hotel would repeatedly buy (e.g. vegetables, shampoo, towels, breakfast cereal, bread). Using the table below, each group should then think about:

- **Source:** Where was the product bought from? How far did it have to be transported? How was it produced? Is it possible find a more sustainable substitute product – for example organic chicken instead of battery farmed, free range eggs, locally produced vegetables, etc.
- **Use-Reduce:** How much of the product does the hotel use? How many different products are used for a similar purpose? Is it possible to reduce the amount used?
- **Reuse-Recycle:** Are there additional uses for the same product, after its initial use? For example, can kitchen produce be composted? Can magazines be given to an old people's home, or old linens and towels given to a co-operative of women who will make something with them? If now, how can this product be disposed of appropriately?

Product	Source	Use-Reduce	Reuse-Recycle

Energy efficiency of light bulbs in a hotel (30 minutes to 1 hour)

Participants can also be asked to link the concepts of environmental and financial costs, in a way that provides managers with data to see the benefits of environmental savings. This exercise is sometimes not popular, because it requires calculators and for participants to refresh their mathematics (in which case it can take up to an hour and the embarrassment created defeats the purpose of the exercise). This is, however, a good exercise for those people that might have to go to a hotel and convince the hotelier to make any changes. Participants can calculate the savings in three years of operation, and the break-even point, for a restaurant changing 100 standard bulbs to fluorescent, open 16 hours per day 360 days per year, based on the following data in British pounds (adapt the currency to the country where you are running the exercise, checking first the actual costs in that country):

- Unit of electricity: 1000W (1kW). Cost 7.21p
- 100W standard bulb costs 60p, life 1000 hours
- 25W compact fluorescent bulb £1.2, life 8000h.
- Installation & fittings fluorescent £25 each

CUSTOMER RELATIONS

Exercises on customer awareness about sustainability and messages to be sent to clients are relatively easy to run, because they can be fun. In addition, most participants will feel comfortable relating anecdotes of tourists not behaving sustainably and will have ideas on how to communicate sustainability to clients.

Planning a customer awareness campaign (1 hour)

This exercise is useful to see the links between the different aspects of customer relations. The participants are split into small groups and given a large print version of the table below (with many more rows). The goals of the activity are to develop a list of impacts caused by tourists, prioritise the top 10 (to shorten the task and keep focus), and think through one or more messages for each impact to promote change in tourist behaviour. The last step is to consider at what stage of the holiday (and several stages work better than just one) the message would be communicated to the client. Copies of the completed tables can be distributed to the other participants or printed on overhead transparency paper and projected on a screen to allow all participants to see the results when each group reports back their findings.

If the exercise is done with staff from one tour operator, additional columns can be added later to determine who would implement the communication strategy, who has to contribute to it, and what the budget and timeline would be.

Impacts caused by tourist behaviour	Message to change behaviour	Method used for communicating the message (brochure/media/travel agents/ pre-departure documentation/ in-flight information/ destination reps/after holiday)

Developing a responsible code of conduct (1 hour)

Start with a brainstorm of impacts caused by tourists, similar to the exercise above, and determine how a change of behaviour would improve the sustainability of a company's holidays. The trainer can then list all of these ideas on a whiteboard, and when the brainstorming is complete, group the points into themes. The participants can then be broken down into smaller groups around one theme, with the task of writing down a few statements that can be built into a 'Responsible Tourist' Code of Conduct. The trainer might want to download some codes of conduct from other tour operators in preparation for the workshop and use them to prompt the participants. By the end of the workshop, the trainer can collect the statements from each participant, type them into a laptop computer, and project the whole list of statements with a data projector to show the participants the collage of issues raised. The trainer can then tidy up the style of the statements and, if possible, print copies for the participants to take home and send feedback to the trainer after the workshop on any changes needed.

CO-OPERATION WITH DESTINATIONS

Many tour operators contribute to sustainability in destinations because they perceive that this support provides more benefit than working through the supply chain, as it reaches specific projects that make a

3. Implementing Training on Sustainable Development

significant difference. Exercises in this subject work best when all participants know one destination well, as otherwise they are too vague.

Select action areas at destinations (30 to 45 minutes)

A useful exercise for destination reps is to consider the projects that would make a difference in the destination where they work. Divide the participants into groups of three or four, and get each group to brainstorm a long list of possible co-operation projects. At this stage, the ideas should not yet be assessed for their merit, but rather the groups should get as many ideas down on paper as possible. Once the group feels comfortable with the list they have, they can screen their ideas against the list of questions in the table below (which is also found in the companion report, **Integrating Sustainability into Business: A management guide for responsible tour operations**). Ideas are likely to include many of the examples in the management guide on environmental planning and management, conserving natural and cultural heritage, promoting local produce, and spreading sustainability more widely. Each group presents to the larger group the idea with the highest score, and explains why this would be a good project to fund.

Suitability of the project	YES	NO
■ Has there been a commitment to the issue in the sustainability policy?		
■ Will it contribute to environmental conservation?		
■ Will it bring commercial opportunities and assistance to non-contracted suppliers that support community development?		
■ Will it contribute to community development in a broader sense?		
■ Will tourists notice the difference?		
■ Will it help the company's image?		
■ Will it solve the problem in the long term?		
■ Is it cost-effective?		
Ability to deliver		
■ Does the company have the time/funds to make a significant difference?		
■ Can a long-term commitment be made to this project?		
■ Does the company have a regular local presence in the destination?		
■ Is there a reliable local partner that can deliver the project?		
TOTAL SCORE (YES TICKS)		

Fundraising (30 minutes)

If the team got excited about the projects put forward, there is a good chance that they might ask about how to fundraise for these projects. This interest can lead to the next exercise on fundraising, where participants can come up with ideas for how to generate funds either in general terms, or specific to some of the projects raised. The three most common fundraising methods are:

- Giving charitable donations as a percentage of net profits;
- Adding a set amount to the holiday price (eventually with an opt-in/opt-out option); and
- Encouraging customers to make donations individually.

The trainer should be prepared before running this exercise, by researching whether the tour operator gives charitable funds in this destination, how much and where they go, and whether the tour operator is able to consider new ideas for projects.

3.4 TRAINING QUESTIONS TO ASSESS PARTICIPANTS' KNOWLEDGE

This section provides a set of sample questions that can be used to assess not only what the participants remember from the different components of a training session, but also how much they understand about the

issues and how they can be applied to their business activities. The results of this survey can help shape the content and format of future training sessions. The questions will vary depending on the level of employees being surveyed as well as the time given to respond to the questions and how the responses will be treated (i.e. will there be feedback on how suitable the response was, and by whom). Each question would require about a one paragraph answer. All these themes are discussed in detail in the companion report to this document, **Integrating Sustainability into Business: A management guide for responsible tour operations**.

Introduction

- What is the link between sustainability and corporate responsibility?
- What are the benefits for a tour operator of acting sustainably?
- What are the key tourism impacts at both the local and global levels?
- How does a tour operator contribute to these impacts?

Management systems

- What should be included in a tour operator's sustainability policy?
- Explain how a tour operator could measure the impacts it causes in a cost-efficient way.
- How can a tour operator justify which impacts to prioritise?
- Demonstrate how to set SMART targets for sustainability improvements for a tour operator.
- Explain how a tour operator can provide evidence that it has implemented its sustainability programme.
- What kind of information should a tour operator report externally, and what should be the sources of evidence to back up this report?

Internal management

- What are the impacts caused by a tour operator in its offices?
- How can a tour operator reduce its impact from paper use?
- Explain how to make eco-savings through better environmental management of offices.
- What are the key labour rights of staff in a tour operator?
- What is the difference between labour rights and human rights?
- Explain how a tour operator can train staff on sustainability practices.

Product management and development

- What could be the sustainability reasons for selecting and deselecting tourist destinations?
- How would you propose that a tour operator measure the impacts of one of its holidays? How can those impacts be researched, quantified, and compared across destinations?
- Provide examples of how a tour operator could change the contents of one of its holidays for sustainability reasons, based on:
 - Environmental impacts
 - Economic impacts
 - Socio-cultural impacts
- Provide examples, of how a tour operator could change the contents of one of its holidays for sustainability reasons, based on the type of supplier:
 - Accommodation
 - Transport
 - Excursions and activities
 - Food and crafts

Supply chain management

- Does a tour operator have a responsibility to help its suppliers be more sustainable? How far does this responsibility go?
- What could the supply chain management policy of a tour operator include?
- Give an example of how a tour operator could measure the sustainability of its suppliers.
- How could a tour operator convince its suppliers to be more sustainable?
- Summarise one case of a tour operator helping its suppliers to be more sustainable, other than reducing the environmental impacts of hotels.
- How should a tour operator reward sustainable suppliers?

Communicating with customers

- What is the purpose of a tourist code of conduct and how does it differ from a tour operator's sustainability policy?
- What kind of messages should a tour operator send about sustainability to its clients?
- Using an environmental message as an example, explain how the tour operator can communicate this message at different points before, during and after the holiday.
- Now use a socio-economic message as an example. Are there any differences in how you would approach it and what you would say?
- What does it mean to make holiday advertising more sustainable?
- What are the responsibilities of tour operators in respect to customer privacy and health and safety?

Co-operation with destinations

- Give examples of some impacts caused by tourists at the destination that are outside the control of the contracted suppliers of holiday services.
- Explain how a partnership approach could deliver results for an environmental management project.
- Explain how a similar partnership could contribute to producing better quality local produce.
- What is philanthropy and what kind of projects can a tour operator contribute to?
- How can a tour operator fundraise to contribute to destination projects?

3.5 SAMPLE TRAINING PROGRAMME

This section offers a sample schedule for a two-day intensive training programme on sustainability issues. The programme can be adapted to suit a variety of needs and purposes.

Day 1 has been planned as an intense delivery day, reviewing the contents of the companion document to this manual (**Integrating Sustainability into Business: A management guide for responsible tour operations**) with limited time for discussion, while Day 2 is more hands on. Day 1 could be made more practical and focus on one key point of each aspect of sustainability, but only if the participants already have a good knowledge of the impacts and possible management solutions, and if the trainer is sure that they will have spent considerable time reading the management guide. This advance preparation can be ensured, for example, by making the management guide required reading for an online training programme that is a prerequisite for the session and allocating staff time towards it. Day 2 could be reorganized as a one-hour introduction to sustainability management systems, followed by flexible time for small groups to tackle sustainability management systems at their own pace, without the time constraints.

Trainers can also reinforce the importance of reading the companion document, **Integrating Sustainability into Business: A management guide for responsible tour operations**, prior to the training by asking participants to bring a first draft of the checklist in Appendix A, and emphasising that these are crucial to the delivery of the programme. This approach relies on a high level of commitment by participants and assumes that they will have work time allocated to this activity.

The training, particularly the activities, will obviously vary depending on whether it is for staff from a single tour operator or for a group of operators together with only one or two employees of each company in attendance. For example, if the training is for an inbound tour operator association, the emphasis of the second day will be on preparing a single action plan for the whole association, rather than one for each member. The activities proposed here are different to those outlined in 3.3, to show a more integrated approach to the issues, first understanding the impacts caused and then moving on to action planning. The trainer might want to change the format of the two days to make the first day less heavy, as in the current schedule, most of the action planning is focused on day two.

DAY 1. MANAGEMENT SYSTEMS FOR SUSTAINABILITY: PRINCIPLES, EXAMPLES AND CONTENTS

9:30 *Session 1.1. Introduction*

Contents: What is corporate responsibility, why do it, benefits.

Activity: Ice-breaker introductions.

Benefits: Tour operators understand the key issues and have the framework.

10:00 *Session 1.2. Integrating Sustainability in Internal Management*

Contents: Office impacts, paper, labour rights, human rights.

Activity: Each candidate has cards of two colours, one for submitting an idea of what they perceive the key impact to be, and one for an example of good practice (the example does not have to address the same impact they mentioned). The trainer collects them at the end of the session and displays them on a board. All these cards are used as prompts for Day 2's session.

Benefits: Tour operators are aware of the opportunities to reduce impacts in their offices.

10:45 *Session 1.3. Integrating Sustainability in Product Management and Development*

Contents: Product and destination audit, destination selection and product design based on responsible tourism principles.

Activity: As in 1.2.

Benefits: Tour operators are aware of the opportunities to reduce impacts through product development.

11:45 *Session 1.4. Integrating Sustainability in Supply Chain Management*

Contents: Measure supplier impacts, support suppliers, set incentives.

Activity: As in 1.2.

Benefits: Tour operators are aware of the opportunities to reduce impacts from their suppliers.

13:00 *Lunch*

14:00 *Session 1.5. Integrating Sustainability in Customer Relations*

Contents: Codes of conduct, responsible marketing, sustainability messages before, during and after holidays, other responsibilities towards customers.

Activity: As in 1.2.

Benefits: Tour operators are aware of the opportunities to influence consumer behaviour.

15:00 *Session 1.6. Integrating Sustainability in Co-operation with Destinations*

Contents: Actions beyond business opportunities, examples of collaborations from individual and groups of tour operators, philanthropic and charitable actions.

Activity: As in 1.2.

Benefits: Tour operators are aware of the opportunities to co-operate with destination stakeholders and contribute through philanthropic actions.

16:00 *Session 1.7. Workshop closing remarks and feedback*

16:30 *End*

DAY 2. IMPLEMENTING MANAGEMENT SYSTEMS FOR SUSTAINABLE TOUR OPERATORS

9:30 *Session 2.1. Integrating Sustainability into the Business Cycle*

Contents: Illustrate the principles and structure of a management system, examples from tour operators.

Activity: None.

Benefits: Tour operators make the link between the different aspects of sustainability from Day 1 and the methods to implement solutions.

10:00 *Session 2.2. Reviewing Impacts*

Contents: Identify impacts, determine significance of impacts, measurement methods.

Activity: Working in groups (same groups all day), review impacts on the cards from Day 1 and others you can think of and rank them in importance. For each impact, think how you could measure it, and say whether the cost/difficulty of assessing would be high/medium/low.

Benefits: Tour operators recognise the current impacts and can document them.

11:00 *Session 2.3. Writing a Policy*

Contents: Define key concepts, contents of a policy, how to write it, who should be consulted.

Activity: List who needs to be involved and how you would organize the activity in your company, write down key words and points that you think could be included.

Benefits: Tour operators have written their own sustainability policy that reflects their concerns.

12:00 *Session 2.4. Writing a Programme*

Contents: Prioritise impacts, set targets and standards, select actions, write a programme.

Activity: Draft a programme. For the key impacts you took forward from the baseline review, discuss priorities, goals and targets, and match them with possible actions. Use best practice cards from Day 1 and other ideas.

Benefits: Tour operators take ownership of key areas of work and the standards they want to achieve.

13:00 *Lunch*

14:00 *Session 2.5. Operationalising the Programme*

Contents: Allocate resources, set operating procedures, keep evidence of tasks, monitor changes in impacts.

Activity: For each proposed action, list who will be responsible for undertaking it, and which stakeholders need to contribute.

Benefits: Tour operators undertake the activities, keep records of the work done and measure the improvements.

15:00 *Session 2.6. Audit, Review and Report*

Contents: Define an audit plan: what and how to audit, internal and external audits, acting on the findings, preparing an external report.

Activity: None, as it would be too speculative at this stage unless operators are well down the line of implementing an SMS already, in which case a different training would be needed.

Benefits: Tour operators internally audit the value of their efforts, and consider the steps ahead in keeping the momentum.

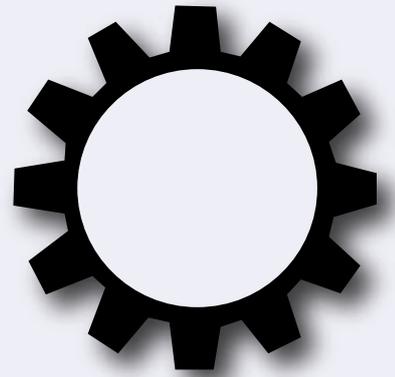
15:30 *Session 2.7. Workshop closing remarks and feedback*

Help participants visualise the changes to their work pattern that can come out of this training.

Ask each person in turn to suggest how the training can help them in doing their job. Also conduct a written assessment of the workshop.

16:00 *End*

References & Appendices



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APPENDIX A: MANAGEMENT SYSTEM CHECKLIST

POLICY			
Issue	Y/N	Evidence	Action
Is there a written policy document?			
Has the policy been formulated using stakeholder involvement?			
Does the policy show commitment to continued sustainability improvement?			
Is there a commitment to comply with legislation?			
Is there a commitment to manage activities with significant impacts?			
Is there a commitment to educate stakeholders about sustainability issues?			
Do suppliers and user groups contribute to the sustainability policy?			
Is the policy written in clear and understandable language?			
Does the policy identify all significant issues?			
Has the policy been endorsed at the highest management level?			
Is the policy integrated into the organization's main mission / policy statement?			
Has the policy been disseminated to staff?			
Are staff aware of the commitments made in the policy?			
Has the policy been disseminated to other stakeholders?			
Is there an agreed date for review?			
Is the purpose of having a policy understood?			
BASELINE REVIEW			
Issue	Y/N	Evidence	Action
Is responsibility for carrying out the review assigned?			
Has previous work relevant to the review been identified?			
Have start and finish times been selected?			
Is the policy giving direction to the review?			
Has the current management framework of the site been assessed?			
Is there a report on current sustainability management practice?			
Has the status of procedures for legislation been investigated?			

Is there a background to the tour operator's activities?			
Is there a profile report for the tour operator's packages?			
Have the sustainability impacts of the tour operator's packages been identified?			
Has a procedure been developed for identifying which impacts are significant?			
Have the significant impacts for the tour operator been identified and assessed?			
Can the significant impacts be measured?			
Have appropriate methods of measurement been identified and used?			
Is there a register of significant impacts and related activities and a baseline measurement?			
PROGRAMME			
Issue	Y/N	Evidence	Action
Does the organisation have a strong sustainability culture?			
Is sustainability management included in the organisation's structure?			
Are there systems that ensure sustainability management is carried out?			
Has a sustainability champion been chosen?			
Is there a sustainability management manual?			
Are sustainability responsibilities, tasks and duties defined in job descriptions?			
Is there sustainability training available for those that require it?			
Has a sustainability management system programme been established and implemented?			
Have significant impacts been prioritised?			
Has the prioritisation process been justified?			
Have sustainability targets been set?			
Have questions been asked to ensure that the actions selected are successful?			
Has a programme to meet sustainability targets been established?			
OPERATIONALISING THE PROGRAMME			
Issue	Y/N	Evidence	Action
Is there evidence of allocation of resources to sustainability tasks and projects?			
Is there evidence of the sequencing and scheduling of sustainability tasks and projects?			

Does the organisation use some formalised form to plan environmental projects?			
Are sensitive actions communicated internally and externally?			
Are there procedures to operationalise the programme?			
Are staff aware of sustainability-related procedures?			
Is evidence of operations and procedures kept up-to-date and available?			
Are the results of sustainability projects recorded?			
Are sustainability performance surveys carried out regularly?			
Does the organisation have an up-to-date sustainability monitoring report?			
Are operations implementing all the programme's projects and actions?			
Are all significant impacts monitored?			
Are all results from operations monitored?			
Are results from operations monitored against the programme's targets?			
Are results from operations monitored against the baseline review measurements?			
Is there a sustainability management monitoring report?			
Is there a sustainability performance monitoring report?			
AUDIT AND REVIEW			
Issue	Y/N	Evidence	Action
Has an audit and review procedure been established?			
Does the audit assess all the components of the SMS?			
Does the audit assess sustainability performance against stated targets?			
Does the audit assess the SMS itself?			
Is evidence provided to underpin claims of the SMS?			
Has an audit report been completed?			
Will senior management review the audit?			
Has a review report been completed?			
Does the review report summarise the main findings of the audit and its recommendations?			
Is an action plan produced to follow up review recommendations?			

REPORTING			
Issue	Y/N	Evidence	Action
Has the company written a sustainability report?			
Is this report widely disseminated, or at least available?			
Does this report include quantitative data on the impacts the operations cause?			
Does the report review a range of actions taken to improve sustainability?			
Is there evidence that stakeholders have been consulted about the contents of this report?			

Adapted from Tribe, J., X. Font, N. Griffiths, R. Vickery, & K. Yale. (2000) Environmental management of rural tourism and recreation, London: Cassell.

APPENDIX B: ABOUT THE TOUR OPERATORS' INITIATIVE

The Tour Operators' Initiative for Sustainable Tourism Development (TOI) is a network of over 20 tour operators, of all sizes and specialities, that have committed to incorporate sustainability principles into their business operations. The Initiative was developed with the support of the United Nations Environment Programme (UNEP), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the World Tourism Organization (WTO/OMT), which are also full members of the Initiative, and actively support the Tour Operators' Initiative by providing it with resources and as well as guidance and technical advice. The Centre for Environmental Leadership in Business (at Conservation International) is an active partner of the TOI, providing technical and financial assistance in all of the Initiative's areas of activity.

Members of the Initiative are moving towards sustainable tourism by committing themselves to integrating sustainability into their business practices and by working together to promote and disseminate methods and practices compatible with sustainable development.

Together, the TOI members are taking action in three key areas:

- Supply chain management – to develop a common approach and tools for assessing suppliers.
- Co-operation with destinations – to exert a positive influence and speak with a collective voice on the actions of all partners, tourist boards, customers, suppliers, governments, and developers.
- Sustainability reporting – to develop and test reporting guidelines and performance indicators on sustainable development.

The TOI is co-ordinated by a Secretary – hosted by UNEP, which ensures the implementation of the programme of activities and continuous support to the members.

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About the UNEP Division of Technology, Industry and Economics

The UNEP Division of Technology, Industry and Economics (DTIE) helps governments, local authorities and decision-makers in business and industry to develop and implement policies and practices focusing on sustainable development.

The Division works to promote:

- > sustainable consumption and production,
- > the efficient use of renewable energy,
- > adequate management of chemicals,
- > the integration of environmental costs in development policies.

The Office of the Director, located in Paris, coordinates activities through:

- > **The International Environmental Technology Centre** - IETC (Osaka, Shiga), which implements integrated waste, water and disaster management programmes, focusing in particular on Asia.
- > **Production and Consumption** (Paris), which promotes sustainable consumption and production patterns as a contribution to human development through global markets.
- > **Chemicals** (Geneva), which catalyzes global actions to bring about the sound management of chemicals and the improvement of chemical safety worldwide.
- > **Energy** (Paris), which fosters energy and transport policies for sustainable development and encourages investment in renewable energy and energy efficiency.
- > **OzonAction** (Paris), which supports the phase-out of ozone depleting substances in developing countries and countries with economies in transition to ensure implementation of the Montreal Protocol.
- > **Economics and Trade** (Geneva), which helps countries to integrate environmental considerations into economic and trade policies, and works with the finance sector to incorporate sustainable development policies.

UNEP DTIE activities focus on raising awareness, improving the transfer of knowledge and information, fostering technological cooperation and partnerships, and implementing international conventions and agreements.

For more information,
see www.unep.fr

The effective integration of responsible environmental, social and socio-economic practices and principles into the day-to-day operations of a tourism company is a challenge that needs to be addressed with a coherent and integrated approach. The sustainability issues are many, and solutions can be very different depending on the situation. This manual aims at providing an overview of the many practices that have been explored by members of the Tour Operators' Initiative. This network of tour operators is committed to sustainable development and supported by UNEP, UNESCO and the World Tourism Organization.

The manual consists of two volumes. The 'Implementation Guide for Responsible Tourism Coordinators' is designed to help the individual in charge for promoting responsible tourism within a company to determine both what needs to be changed and how to facilitate those changes. The 'Management Guide for Responsible Tour Operations' is designed to provide an overview of best practices in the business areas of a tour operator, including product development and management, supply chain and internal management, customer relations, and external cooperation.

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