Corporate Social Responsibility

Guidelines

CSR-Reporting in Tourism

8 Steps To Sustainability Reporting
I would advise companies to invest valuable time and write sustainability reports. CSR reports help us to reflect on our own businesses. By collecting data we learn where our company stands, where we may have hidden strengths or weaknesses. We also learn how clear target-setting can help companies to achieve a more comprehensive orientation towards sustainability.

Simone Probost, CEO, INTI Tours
## EUROPEAN PROJECT: CSR REPORTING INITIATIVE IN TOURISM
- Travel & Tourism with a Future

## RESPONSIBILITY, TRANSPARENCY AND CREDIBILITY

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## THE PROJECT PARTNERS

## THE PILOT ENTERPRISES
Travel & Tourism With a Future

There are signs of change. In view of increasing global challenges to protect the environment and eliminate poverty, companies and their employees have to find new, sustainable ways of operating their businesses. A few innovative and responsible pioneers have demonstrated that they are successful in doing so.

Social Responsibility of Tourism Enterprises

Together with forum anders reisen, a German association of tour operators committed to sustainable tourism, and six pilot enterprises we have developed a simple and cost effective reporting system and have tested it in the companies’ daily operations. As a result, every company has introduced its own sustainability reporting system, has published its sustainability report and is able to transparently communicate to its customers, business partners and the public its ways of doing business in a sustainable manner, and the most relevant indicators.

CSR Reporting Standards

The sustainability reports have been developed by the pilot enterprises as part of the European project ‘CSR Reporting Initiative in Tourism’. The project is aimed at developing CSR reporting standards in tourism and at producing these guidelines. To facilitate application in the companies, we provide check lists and other tools to gather and assess data. The aim is to create sector specific CSR standards for tourism which are verifiable, offer incentives for improvement and are easy to apply especially in small and medium-sized enterprises.

CSR Guidelines

These guidelines and the CSR reporting standards are the outcome of practical experiences in the pilot enterprises and of a dialogue with project partners and key players in the tourism industry, trade unions, NGOs, academia and politics.

We have implemented this project in cooperation with our project partners forum anders reisen, Tourism Watch (a special desk of the German Church Development Service) and the European network of services trade unions UNI Europa. We thank the EU for funding this project, and we thank our partners for the good cooperation. We thank the Ministry of the Environment Baden-Württemberg for supporting the publication of these guidelines.

“Trend and consumption researchers have identified the LOHAS (Lifestyle of health and sustainability) group of consumers. These consumers are not at all refusing to consume, and they also travel. Ethical consumption is gaining importance – trend researchers already speak of a “moral revolution of consumption.” In Germany, the market volume of fairly traded products has been growing by 100 percent, and long-haul travellers consume more of these products than the general population.

Tour operators with their own quality standards are well-advised not to underestimate this consumer segment and to provide more transparency with regard to the social aspects related to their products and services offered.”

Heinz Fuchs, EED TOURISM WATCH

Sustainability Report = CSR Report

CSR (Corporate Social Responsibility) stands for responsible, sustainable business operations. Sustainability reports may also be called CSR reports. We have decided to use the term “sustainability report” in these guidelines because it is the more common term.
Responsibility: A Broad Concept

What is it that remains in a country once the tourism season is over? Do tourism businesses pay their staff living wages that can support a family? Do resorts dispose of their waste in an environmentally sustainable manner? Are natural resources being taken into consideration when planning a holiday product, e.g. with regard to water and energy supply? Are the food supplies in a restaurant typical for this country really sourced nationally? How much CO2 is emitted by taking tourists to their destination? Tourism enterprises are responsible for the conditions under which a holiday package is being produced. This responsibility extends to social, ecological and economic aspects.

Transparency: Proving Quality

Sustainability reports provide information on the social, ecological and economic impacts of business operations. Tour operators can collect their data by using standardised questionnaires and checklists. The indicators cover all aspects of their business operations, from product development, internal management and customer relations to the selection of business partners in the destinations.

Credibility: Informing customers

Sustainability reports are effective management and communication tools to improve corporate social responsibility performance and implementation in tourism.

From sustainability reports, customers get tangible information on what a company does to improve its sustainability performance – and what customers themselves can do. For customers sustainability aspects increasingly become a matter-of-course quality marker of tourism products.

CSR: Practising Sustainable Business, Optimising Processes, Cutting Costs

The systematic development of a CSR report and programme for improvement not only enhances a company’s image. Various analyses are being carried out to prepare such a report. Tour operators gather their data by using standardised questionnaires and checklists. This provides management incentives to improve efficiency and better cooperation within the company. By identifying potential savings of resources, money can be saved as well. A clear management decision and top executive commitment are crucial to ensure success.
CSR – Corporate Social Responsibility

CSR describes the contribution a company makes to sustainable development by integrating social and ecological responsibility – beyond legal provisions - into its core business operations

Integrating CSR into the Core Business

Practical experience has shown that a broad range of volunteer activities is summarised under the heading of “CSR”, from environmental protection activities, cultural and sports sponsoring, single charity performances, aid projects for street children to development aid.

CSR is primarily about integrating social and ecological objectives into the company’s core business activities. The aim is to consciously balance the impacts on economic, social and environmental systems, taking into account the interests of various stakeholders: customers and employees, owners or shareholders, hoteliers and suppliers in the destinations, local communities and host countries.

No Substitute for Legal Provisions

CSR is not a substitute for legal provisions or rules determined by collective bargaining, or for compliance with international norms such as human rights and the ILO’s core labour standards. CSR rather complements legal provisions, for example where regulation fails or if there are limitations to regulation. CSR thus means volunteer contributions by innovative and responsible management.

Risk Mitigation and Long-term Business Success

CSR contributes to long-term business success. For companies, acting responsibly towards society enhances their security. More and more businesses regard environmental protection measures and the consideration of the interests of society as part of their risk management. Pioneer companies understand how to develop new products and tap new markets through CSR.

A New Corporate Culture – A New Business Model

Singular “good deeds” are not sufficient to ensure effective CSR. Rather, what is needed is a new mindset strategically anchored in the company as a whole. CSR means a new corporate culture, a culture which holds companies responsible not only for making profit, but also for the conditions under which profits are made.

ILO Core Labour Standards:

The four key principles of the core labour standards are
- Voluntary employment – no forced labour
- No discrimination on the job for reasons of race, colour, sex, religion, political opinion, etc.
- No exploitative child labour
- Freedom of association and right to collective bargaining (right to unionise)

These basic principles, the core labour standards, are further specified in eight fundamental conventions.

www.ilo.org/global/About_the_ILO/Mainpillars/TheRightsAtWork/Labour_Standards/lang--en/index.htm
Tourism is a service sector sustained by encounters between human beings. Thus CSR management in tourism has great potential if seriously taken: Only a healthy environment and committed employees and local hosts who are convinced of their work will be successful service providers, leaving satisfied customers. Tourism is not an easy sector. Many jobs in tourism are characterised by seasonal employment, low wages and long working hours. With regard to socially responsible management, there are various questions to be addressed: How many jobs are created and to what conditions? Does tourism contribute to capacity building and does it increase the level of employment? In what ways and to what extent does it contribute to the economic development of underdeveloped regions? How does tourism protect natural ecosystems instead of destroying them? How can economic development and intercultural understanding in tourism destinations be promoted? Does tourism contribute to poverty alleviation and does it respect local people’s rights to decent livelihoods and decent work?

**CSR Guidelines in Tourism**

1. **Travelling in an environmentally friendly manner**
   Environmentally friendly transport to and from the destination is given preference. The length of stay depends on the distance travelled and is being decided on the basis of ecological criteria. Air travel, if necessary, only for long-haul travel with relatively long periods of stay and CO$_2$ compensation. Customer information about CO$_2$ emissions of the package offered.

2. **Carefully selecting accommodation**
   Local accommodation is being selected in a targeted manner. It should be managed by the respective owner and should meet environmental and social standards.

3. **Comparing destinations**
   Preference is given to destinations with a sustainable development perspective as well as verifiable environmental and human rights standards.

4. **Involving local communities**
   Respecting society, culture and the needs of the local population in the destination countries, and local people’s participation in developing tourism and in its economic benefits.

5. **Paying adequate prices**
   Adequate prices cover all the costs, ensure living wages and contribute to community development.

6. **Respecting labour standards**
   Fair labour conditions include minimum standards such as respecting legally established labour rights as well as the ILO core conventions, support for disadvantaged groups of the population and women, and protection of children against sexual and economic exploitation.

7. **Economic partnerships**
   In their own business operations, all stakeholders in tourism deal with each other in a fair manner, build staff capacity and constantly improve their environmental and social standards. Relationships are characterised by mutual respect, reliability, transparency, and accountability.

8. **Creating transparency**
   Tour operators actively communicate with their customers in a transparent manner regarding social responsibility.
The sustainability report brings new perceptions and ideas which would otherwise be drowned in day-to-day business. Employees reflect on their original motivation and how their aims can be achieved. Romantic ideas are corrected, ideals re-examined. This leads to a realistic assessment of what is achievable and it makes clear that every company – no matter how small it may be – has a responsibility to society. Common goals are redefined and effective performance reviews introduced. This increases satisfaction at work and offers major competitive advantages. The fact remains: Air travel is environmental swinishness. The question is whether you want to be a sow or just a piglet.”

Peter Schrey, CEO, Aventerra
A critical public, socially sensitive consumers and employees with a responsible attitude to the environment are increasingly posing a challenge for companies. Companies do well in transparently reporting on their business activities and the environmental and social impacts of these activities.

Future-oriented Companies

Companies that proactively introduce CSR reporting systems position themselves as innovative, responsible enterprises and motivate their employees to continuously improve their sustainability performance. The reports measure the degree to which the objectives of CSR and the sustainability policy of the company are achieved. Sustainability is being lived and promoted; the company enjoys a high degree of credibility.

CSR Reporting Standards and the Global Reporting Initiative (GRI)

A CSR reporting system should include standards that make reports meaningful and comparable and prevent information from becoming arbitrary. During the past few years, the guidelines for sustainability reporting issued by the Global Reporting Initiative (GRI) have gained acceptance as far their application in large and multinational companies is concerned. These guidelines offer comprehensive sets of indicators for all areas of sustainability, especially in international companies. However, for small and medium-sized companies without respective internal desks they are obviously too complex and the collection of data is too costly. The GRI has also developed a set of sector-specific indicators for tourism that has so far hardly been used.

In these guidelines we therefore focus on core contents to formulate CSR reporting standards for small and medium-sized tourism enterprises. The GRI guidelines have been used as an orientation for these standards.

Principles of CSR Reporting

- Truth
- Relevance
- Clarity
- Comparability
- Verifiability

“Every company should strive to present its business activities and their ecological and social impacts in a transparent, credible and comparable manner.”

“Experience has shown that systematic and continuous reporting is particularly suitable to discover weaknesses, to speed up learning processes and to give the impetus for new ways of thinking.”

CSR Relevance: the Supply Chain

When packaging a holiday, the ecological and social impacts of the various services add up, e.g. impacts of the services provided in the destinations, especially accommodation, as well as transport services. Therefore, in CSR reporting data on all components of a holiday and all along the supply chain need to be gathered. At the same time, CSR reporting can become an instrument to raise awareness in both tourist-sending countries and destinations.

Systematic Quality and Responsibility

The CSR reporting system presented in these guidelines to a large extent fulfils the conditions of an environmental statement according to EMAS (Eco-Management and Audit Scheme) for the certification of environmental or sustainability management systems (see list for further reading). In their essence, the main elements are being developed by the company already in the CSR reporting process. The required elements, such as an environmental policy, a CSR manager, a review and description of all significant environmental aspects, a description of environmental objectives and a report to be updated annually, fulfil the core requirements of a management system that follows the so-called PDCA management cycle: Plan – Do – Check – Act.

Integrated Certified Management System

The requirements of CSR and environmental management systems EMAS/ISO 14001 can be combined with ISO standard 9001 for quality management. As an outcome, an integrated management system evolves, which is aimed at optimising the economic, ecological and social impacts of an organisation, and which is feasible and profitable even for small tourism enterprises. This kind of management system can be certified by an independent auditor.

How Green Lifestyle is Conquering the Markets!

“...The time has come: Those against whom our parents used to warn us are changing our realities. “Müslis“ are turning into market leaders, “greens” into avant-gardists. This time, however, the new “greens” are not grimly-looking do-gooders. They are an open-minded, future-oriented, positive one third of our society and are likely to constitute the majority in a few years. A new life style is emerging.... Consumers wishing to live healthy and enjoyable lives will determine the culture of consumption in the next few years. We are dealing with a new consumer elite who think, buy and act according to criteria of sustainability and enjoyment....”

Dr. Eike Wenzel, Zukunftsinstitut, February 2007

For further reading:


Sustainability Management System EMASplus, KATE – Center for Ecology Et Development, www.emasplus.org

EMAS Eco-Management and Audit Scheme - www.ec.europa.eu/environment/emas
The following CSR reporting standards with the necessary core content and indicators listed focus on the main aspects of relevance for small and medium-sized enterprises in tourism. They do not represent just any list of requirements, but are to be understood as minimum requirements for CSR reports. As a pioneer of a sector-specific solution, the German association “forum anders reisen” will introduce this CSR reporting system as a standard. The reporting system is based on the set of criteria already applied by “forum anders reisen”. The GRI guidelines are used as an orientation; recommendations on the core content of sustainability reporting published by the German Ministry of Environment (2007) have been incorporated.

1. Company Profiles

Description of activities, services and other relevant information about the company: how it was founded and developed, its size, structure, ownership, location, fields of doing business, profile of services offered, regional focus, figures on shareholdings in other companies or subsidiaries, number of employees, organisation chart.

The company profile also includes business data: turnover and most important sources of income (in percent), pattern of income and expenditure, the company’s economic development over the past three years as well as the contribution to the local value added in the destinations.

Definition of “local value added”:

The payments (in percent of turnover) to local service providers in the destination such as accommodation, tourist guides, and transport services. If local service providers are owned by international enterprises, payments to them are not considered part of the local value added.

Indicators

- Number of employees (nationally and internationally)
- Number of holiday packages offered
- Number of tourists
- Individual and group travel (in percent)
- Average length of stay for individuals and groups
- Overall turnover
- Most important sources of income (in percent)
- Pattern of expenditure
- Local value added in the destination (in percent of overall turnover)
- Development of turnover during the past three years

2. Sustainability within the Company

A company’s policy serves to communicate its basic values and objectives both internally and to the public. If the objectives a company has set for itself are to be achieved, it needs to strategize accordingly. A sustainable enterprise must, therefore, consider its main social and environmental challenges in its policy and strategy. It must show how it is taking responsibility in all these respects.

Appointing a person in charge of CSR ensures responsibility and commitment within the organisation. The CSR manager’s task is to coordinate and supervise measures for improvement, to support the management in decisions that may have an impact on sustainability, and to provide annual updates of the indicators and of the company’s sustainability report if necessary. Furthermore, he/she is the contact person for external inquiries and for assessing the supply chain.

Indicators

- Sustainability included in the policy?
- CSR manager appointed?
- Description of internal and external communication
3. Responsibility for Customers

For tourism enterprises, tourists play a key role: they are both customers and multipliers. In this section, the main aspects of corporate responsibility in relation to the customers are highlighted regarding the environmental and social aspects of a holiday package and regarding the destinations and local people in the destinations. It will also be highlighted if and how customer satisfaction is assessed systematically.

**Indicators**
- Information on how a company informs its customers about holiday packages and destinations and what it does to raise awareness for responsible travel (customer info check)
- Guide to tourist ratio
- Response rate of customer questionnaires (customer satisfaction check)

4. Environment

This paragraph describes all the relevant ecological aspects pertaining to a company at its own locations.

**Indicators**
- Energy consumption (differentiated according to source of energy: electricity, oil, gas, etc.)
- Electricity consumption (Source of electricity, e.g. eco power)
- Water consumption
- Paper consumption
- Recycled paper (in percent)
- Overall number of catalogues printed (recycled paper?)
- Catalogue weight (in g) per tourist
- Mobility on business trips: km travelled per means of transport (flight, train, car)
- CO₂ emissions (in total and per employee)
- CO₂ compensation
- Sourcing: eco-fair products (in percent)

5. Employees

Corporate social responsibility also extends to the employees. It includes collective labour agreements being honoured, it includes voluntary social benefits, training and job promotion, encouraging suggestions for improvement and employees' participation, family-friendly working conditions, integration of employees from various backgrounds and cultures as well as minority groups, and gender equality.

**Indicadores**
- Number of staff
- Number of staff abroad (locations)
- Women in management positions (in percent)
- Number of training programmes / hours of training / number of employees trained
- Index of staff satisfaction
- Rate of fluctuation
- Number of staff away sick
- Number of vocational training positions and traineeships provided
- Sustainability training for CSR managers
- ILO core labour standards in the supply chain
6. Social Responsibility

This paragraph describes the company's activities and commitments which benefit a sustainable society.

Indicators

- Support for sustainability projects (in percent of turnover)
- Voluntary commitments signed

7. Product responsibility in the supply chain

7.1 development, destination check and general terms of contract

The starting point of product development is the selection of a destination. Ecological and social criteria are to be taken into account. A destination check provides orientation to meet the criteria.

Information on the general terms of contract with service providers/suppliers, description of measures taken to ensure social standards, ILO core labour standards, and the Code of Conduct for the Protection of Children Against Commercial Sexual Exploitation (Code of Conduct, www.thecode.org)

Indicators

- Terms of contract that include social standards

7.2 Service Providers/Suppliers

This paragraph covers the most important ecological and social aspects concerning suppliers in the destinations, especially partner agencies, accommodation, transport companies and tourist guides. Sustainability checks provide orientation to conduct business in accordance with the criteria. Sustainability checks include questions regarding the ecological, social and economic dimensions of sustainability. The checks include a scale to measure the degree to which the criteria are met, from 0 % (= not met) to 100 % (= fully met).

Partner Agencies

Indicators

- Partner agencies checked?
- Degree to which partner agencies meet sustainability criteria (partner agency check)

Accommodation

Indicators

- Accommodation checked?
- Degree to which accommodation meets sustainability criteria (accommodation check)

Tourist Guides

Indicators

- Tourist guides checked?
- Degree to which tourist guides fulfil sustainability criteria
- Percentage of qualified tourist guides who have received basic training
- Number of tourist guides who have received training regarding sustainability aspects
- Number of training programmes aimed at sustainability (internal briefings, in-house training programmes, external training programmes)
Transport

Indicators

- Number of tourists per means of transport transferred to the departure airport
- Distance in kilometres and emissions per means of transport to the destination
- Distance in kilometres per means of transport in the destination
- Tourists paying CO$_2$ compensation that meets “atmosfair” standards (in percent)
- Number of flights of less than 700 km
- Number of flights between 700 and 2,000 km with a length of stay of less than 8 days
- Number of flights of more than 2,000 km with a length of stay of less than 14 days
- CO$_2$ emissions per tourist per day

8. Programme for Improvement

The sustainability report includes a description of the sustainability objectives in a programme for improvement. It is an outcome of the analyses of the current situation and of the priorities defined. It defines clear objectives, the measures to be implemented, the person in charge as well as the time frame available to implement the measures. The programme for improvement is a planning tool and control instrument at the same time. It is to be reassessed and updated annually.

Contact Persons and Contact Details

The company’s address as well as the contact person (CSR manager) with contact details.

Benchmark Indicators

1. Local value added in the destination (in percent)
2. Response rate of customer questionnaires
3. Customer satisfaction index
4. Brochure weight (in g) per tourist
5. CO$_2$ emissions in total and per employee
6. Staff satisfaction index
7. Degree to which partner agencies meet sustainability criteria
8. Degree to which accommodation providers meet sustainability criteria
9. Degree to which tourist guides meet sustainability criteria
10. CO$_2$ emissions per tourist per day
   (For groups in Europe (less than 2,000 km) and worldwide (more than 2,000 km))

$^1$ To determine the emissions of a flight to the destination, we use atmosfair's emissions calculator as a basis. In Germany, Frankfurt is taken as the airport of departure. In the destination the main airport is, as a rule, assumed to be the arrival airport.
“After a long time, we reassessed many of the expectations that we had taken for granted. We actually discovered weaknesses which are often overlooked in the day-to-day business. Important ideas for product development were generated, which are to be realised in the future. Among our employees, the interest in jointly implementing our business mission has been revived. Customer reactions cannot be assessed yet”.

Gerd Deininger, CEO, avenTOURa
External CSR Auditing

Tourism enterprises thrive on their good image, and increasingly introduce CSR-oriented sustainability policies. If and how CSR objectives are realised, however, cannot yet be assessed. A company that is active in the field of CSR does not enjoy an objective competitive advantage as compared to other market players.

It is useful to have uniform minimum standards accepted by everybody concerned, as well as independent external auditing. Both help to ensure more commitment from and more credibility for the company. Tourists can trust that they are buying from a company that has a proven record of social responsibility.

When talking about certification, we can distinguish three main areas of certification or objects of certification:

- management system
- reporting system
- product

Management Certification

There are already several approaches to certify management systems that include elements of CSR: EMAS (Eco Management and Audit Scheme) enables European companies to validate their corporate environmental management and environmental report. Another certifiable international norm is the globally applicable ISO 14001 standard – an environmental management system like EMAS which, however, does not include a published environmental report, and which in several other respects is less demanding than EMAS. The globally applicable ISO 9001 norm sets standards for quality management. Social criteria in the supply chain, which are of special relevance to the tourism sector, are being considered under SA 8000 and can be certified through social auditing.

However, a generally accepted holistic CSR certification system does not yet exist.

With the planned ISO 26000, a globally applicable framework for social responsibility is emerging, but does not yet include certification.

Report Auditing

Reporting systems can be externally audited – independently of management systems. Auditors or other specialists will audit the report and certify it. However, there are no generally accepted, defined standards to be met by sustainability reports. Sometimes, the guidelines developed by the Global Reporting Initiative (GRI) are being used. From now on, tourism enterprises may also use the core content we have outlined.

Product Label

In addition to certification focusing on companies, such as management certification or auditing of reports, we are faced with a confusing diversity of more than 60 product labels for tourism products world wide, based on specific quality and/or environmental criteria. There are hardly any product labels covering social criteria in tourism.

Fairtrade Labelling Organizations International (FLO) is in the process of examining the feasibility of a fair trade label in tourism.

With product labels, we run the risk that tourism enterprises may advertise individual products without systematically following a comprehensive CSR orientation. Product labels should, therefore, be integrated into CSR strategies.

Based on the experiences made by the CSR Reporting Initiative, a model for extended report auditing seems to be useful, which integrates, in addition to simple report auditing, elements of management systems.
Model for the CSR Certification of Tourism Enterprises

The project partners’ experiences to date have shown that external auditing and subsequent certification of reports makes sense, both to provide impetus to the internal processes in the companies and to improve the external impression. Such an auditing and certification process has to be developed in such a way that makes it feasible and cost-effective even for very small enterprises. In the following, we present a model for external auditing as an impulse and starting point for further development. It is an outcome of practical experiences and discussions with pilot companies and project partners.

a) Criteria for Certification

When certifying the CSR performance of tourism enterprises, the following content-related criteria must be met:

1) Publication of a sustainability report which fulfils the criteria of the CSR reporting standard for the tourism sector. The report has to be updated annually.

2) Introduction of the following elements of a CSR management system:
   a. CSR policy
   b. CSR manager
   c. CSR improvement programme

b) CSR Certification Council for Tourism

In its CSR certification policy, the CSR certification council will define the certification procedures (certification norm). It will authorise auditors and supervise external audits.

c) External auditing of reports

Sustainability reports are to be audited by an independent specialised organisation on the basis of CSR reporting standards and CSR certification guidelines. The auditing process will be based on the documents provided and, if necessary, on additional information and evidence.

Tour operators will get qualified feedback regarding their sustainability reports. Furthermore, using benchmark indicators, a sector-specific assessment of a company’s CSR performance will show strengths and potentials for improvement. It will show starting points for further development and it will indicate where the company stands in relation to other companies. If necessary, the assessment can be discussed with representatives of the specialised external organisation.

If the company fulfills the criteria for certification, it will get a label valid for a period of two years: *CSR-Report certified 2007*. 
The whole team at the office of „forum anders reisen e.V.“ has become even more conscious of the fact that sustainability can be actively influenced and controlled. The process of developing sustainability reports has made our team evaluate our activities and sustainability on a regular basis, both with regard to their external impact addressing the public, and internally in the association addressing our members.

Dina Bauer, CSR manager, „forum anders reisen“
# 8 Steps to Sustainability Reporting

## Time Frame CSR Report

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<td>Sustainability checks along the supply chain</td>
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<td>5 Workshop – Developing Strategies</td>
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<td>Sustainability in the policy</td>
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<td>6 Developing a programme for improvement</td>
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<td>Developing a programme for improvement: Aims - measures – who – deadlines</td>
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<td>Auditing by a specialised external organisation</td>
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The Eight Steps to Sustainability Reporting in Detail

According to the pilot companies’ experiences, the introduction process to develop the first CSR report takes about six months. It can best be implemented by taking the following eight steps.

Step 1: Decide and plan
The whole process will succeed or fail depending on the decision and support by the top management. Appointing a CSR manager conveys a clear message regarding the importance of sustainability in the company and provides clarity as to who is in charge of the process. Another first step is to develop a preliminary report structure and to think about content.

Step 2: Kick-off workshop – internal communication
All employees should participate in the kick-off workshop. In this workshop, the structure of the report and the check lists will be presented, the time frame will be set and the assignment of tasks will be agreed upon.

Step 3: Data review
Where do we stand? By using check lists and sustainability checks, data of relevance to the company will be gathered by those in charge in order to describe the current situation:

- Responsibility for the customers: Assessment of customer information and customer satisfaction
- Responsibility for the employees: Assessment of staff satisfaction
- Responsibility for the society: Starting from a stakeholder map
- Economic, social and environmental data
- Product responsibility along the supply chain (sustainability checks)

Check lists and analytical tools have been developed to facilitate these steps. They will be presented in the following chapter "Checks and Tools". Not all of these tools need to be used when developing the first sustainability report. In other sectors we also find companies who successively improve the quality of their sustainability reports from one report to the next.

Step 4: Data assessment
All the data will be assessed. If possible, data will be visualised to facilitate presentation. All the results are to be incorporated into the given report structure. That’s how the first elements of the report emerge.

Step 5: Workshop: Developing strategies
In a second workshop with the employees, the team will be informed of the results of the data review. The policy will be analysed with regard to sustainability aspects. The data gathered will be assessed and suggestions for improvement in the various areas will be collected and priorities will be defined.

Step 6: Setting up a programme for improvement
Strengths and weaknesses emerge from the assessment of the current situation. In the policy, the direction has been laid down in which the company is to move in the future. A programme for improvement with clear and measurable targets, including measures to achieve them, shows in a transparent manner what is to be achieved next.

Not all the identified potentials for improvements can be addressed at once. It is advisable to develop the first programme for improvement covering a time frame of two to three years. Progress is to be assessed annually, using indicators to determine to what extent the objectives have been achieved, and the programme is to be updated annually. The programme for improvement needs to be agreed upon and needs to be adopted by the top management.
Step 7: Writing a CSR report
Now the editorial work can start.

How the report is to be illustrated and whether it is to be printed or not depends on the ways of communication to be used to make it widely accessible.

What is the most effective and economic way of communicating the content of a CSR report?

The most important instrument of communication a tour operator has got is the travel catalogue. It is a suitable means of communicating important excerpts of the CSR report. This helps to save printing costs and at the same time your catalogue is enriched by information qualifying your holiday packages and increasing the credibility of your company.

In addition, the complete report should be made available on the internet for download. On the internet, it should be easy and quick to find. A navigation button "Corporate Sustainability" would help. Another way to publish it is to integrate CSR information in various contexts on your internet platform. A few figures and graphics can be added to the company profile which are to be updated annually.

The publication of a CSR report is a good opportunity to contact the press, e.g. by issuing a press release giving details on the most important results of the report.

Step 8: External auditing

The report can be audited by a specialised external organisation. If the criteria are met, a CSR label *(CSR report certified)* can be issued.

The data are to be updated annually; the programme for improvement and the report are to be developed further.
“Entrepreneurs have to understand sustainability reporting as a development process. It has helped me to gain clarity of the company’s strategy, to develop the company and to set priorities. The programme for improvement provides tangible information on the next steps and helps to systematically address many aspects I had been aware of.”

Yasmina Haun, CEO, France ecotours
Guidelines CSR-Reporting in Tourism

Please help us to identify strengths and weaknesses in the sustainability orientation of your company.

1. Strategy and Management
   1. Do your direct seniors act in accordance with the basic values and objectives, also in the day-to-day business operations?
   2. Do you, in your daily work, use the company’s philosophy and policy as an orientation?
   3. Are the management decisions clear to you and understandable?
   4. Can you, within your field of competence, act and decide independently?
   5. Are the tasks in your organisation distributed in an appropriate manner?
   6. Are the procedures in your field of work properly defined?
   7. How do you rate customer satisfaction?
   8. Does your organisation value the opinion of employees, and can you contribute your own ideas and objectives?
   9. How do you rate the profile and image of your organisation?
   10. Do you think the holiday products sold by your company contribute to sustainable development?

2. Working Conditions
   1. How satisfied are you with the opportunities for continued training and capacity building?
   2. Does your organisation offer you possibilities for job development and promotion?
   3. To what extent can you make use of your skills in your field of work?
   4. Is your remuneration adequate for the work that you do?
   5. Does your organisation offer family-friendly working conditions and working hours?
   6. Does your organisation realise gender equality and equal rights of people from different age groups and people from different cultural backgrounds?
   7. Is the working atmosphere characterised by constructive cooperation and mutual support?
   8. Do you feel that your job is secure on the long term?
   9. Are health and safety standards met at your workplace?
   10. Do you enjoy your work, all in all?

3. Environmental Protection
   1. How do you rate environmental protection in your organisation in the following fields?
      - Heating and warm water
      - Electricity
      - Waste
      - Water consumption
      - Consumables (paper, materials, etc)
      - Business travel and short business trips
   2. How do you rate your own behaviour with regard to environmental protection?

Please set your own priorities here:
Mark the five most important points with an X

Please give comments and suggestions for improvement.

What I like best in our company:

A modern company is interested in the opinion of its employees. Employees are the best ambassadors to reach the public. The more satisfied they are in their jobs, the more productive and the more efficient they will be at work.

Checks and Tools

In order to facilitate the steps to be taken, checklists and analytical tools have been developed. In the following, we provide some examples of tools which can be used in the process of developing the report.

CSR Customer Check: Assessing Customer Information and Satisfaction

Carefully selected and responsible customer information and advice to raise awareness for socially, culturally and ecologically responsible behaviour in the destination and intercultural understanding is one important area of social responsibility in tourism. CSR in tourism can also mean that not all of the customers’ wishes can be fulfilled, and that there is a need for dialogue with the customers.

At the same time, for tourism companies good communication with their customers and maximum customer satisfaction are essential to ensure economic sustainability. Systematic customer surveys regarding the products and services purchased, also in terms of CSR, enable companies to constantly optimise their services.

Staff Survey of Staff Satisfaction

The staff questionnaires include questions on strategy and management, on working conditions and on environmental protection in the company. On the one hand, employees can give their personal rating of their employer’s environmental protection measures; on the other hand, they can rate their own behaviour with regard to environmental protection. The questionnaires provide space to suggest improvements and to make personal comments. A scale with ratings for a total of 20 questions helps to identify strengths and weaknesses of the company’s CSR policy.

A modern company is interested in the opinion of its employees. Employees are the best ambassadors to reach the public. The more satisfied they are in their jobs, the more productive and the more efficient they will be at work.
Stakeholder Map

Good and sustainable stakeholder relations are the best guarantee for business success. A stakeholder map helps to identify the most important stakeholders of relevance to the company:
Economic, Social and Environmental Indicators

Data will be collected using an indicator checklist of about 80 quantitative indicators.

Sustainability Check along the Supply Chain

Sustainability checks consist of questionnaires regarding the ecological, social and economic dimensions of sustainability. The checks include a scale on which to rate the degree to which the criteria are met. The results will be summed up to produce an aggregated sustainability index. The assessment can be regarded as a qualitative supplement to the indicators.

Sustainability checks provide guidance when selecting suppliers/service providers in the destination, and help to evaluate them at a later stage.

<table>
<thead>
<tr>
<th>Accommodation Check</th>
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<tr>
<td>Accommodation Name:</td>
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<td>Country/Region:</td>
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When selecting accommodation in the destinations, the following criteria will be taken into consideration:

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<tr>
<th>Criteria</th>
<th>100%</th>
<th>75%</th>
<th>50%</th>
<th>25%</th>
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<tbody>
<tr>
<td>1. General sustainability criteria</td>
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<td>1.1. Is the accommodation strongly related to the regional culture?</td>
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<td>1.2. Is the accommodation managed by the owner or his/her family?</td>
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<td>1.3. The management actively informs guests about environmentally friendly behaviour (especially in ecologically fragile regions)</td>
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<td>1.4. The enterprise sources its requirements in line with environmentally and social standards, and suppliers are regularly evaluated on the basis of these standards</td>
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<td>1.5. Customer satisfaction is systematically evaluated and improved</td>
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<td>1.6. The enterprise has won awards or has been certified</td>
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<td>2. Ecological dimension</td>
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<td>2.1. The menu includes local cuisine</td>
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<td>2.2. When sourcing supplies, waste is avoided. Waste is segregated.</td>
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<td>2.3. The restaurant avoids small packages (portion packs)</td>
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<td>2.4. Waste is recycled (e.g. by using recyclable containers)</td>
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<td>2.5. Environmentally friendly use of detergents</td>
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<td>2.6. Water is saved, rain water is used if possible</td>
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<td>2.7. Waste water is treated in a local or company-owned water treatment plant</td>
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<td>2.8. Energy-saving bulbs are used (if possible, each room has got a central switch)</td>
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<td>2.9. Energy-saving measures are actively promoted (e.g. regarding air-conditioning)</td>
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<td>2.10. Renewable sources of energy are used</td>
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<td>2.11. There are good public transport connections</td>
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<td>2.12. Support for local environmental protection projects</td>
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<td>2.13. Collection of environmental data</td>
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<td>3. Social dimension</td>
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<td>3.1. Exploitative child labour is actively prevented</td>
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<td>3.2. Adequate remuneration of employees is taken seriously</td>
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<td>3.3. The staff has social insurance</td>
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<td>3.4. Employees are trained on a regular basis</td>
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<td>3.5. Sexual exploitation of children is prevented by taking positive precautionary measures</td>
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<td>4. Economic dimension</td>
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<td>4.1. The company contributes to the local value added, income is mainly reinvested locally</td>
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<td>4.2. Preference is given to locally produced goods, both in terms of sourcing and advertising</td>
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<td>4.3. Promotion of environmentally sustainable agriculture</td>
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Name and Signature: __________________________ Date: __________________________

Guidelines CSR-Reporting in Tourism
Self-Evaluation of Accommodation

In addition to the tour operator’s accommodation check, there is a check list for self-evaluation by the accommodation providers.

This check list is to be filled in by the accommodation providers and gives detailed information on their sustainability performance. The check list covers the following categories:

- General data on accommodation
- Data on customers (customer relations) and employees
- Data on suppliers und product development (kitchen)
- Data on infrastructure and company’s policy

These categories are divided into ecological, socio-cultural and economic aspects of CSR performance. The questions are based on the sustainability checks outlined for accommodation and have a points system for evaluation. According to the number of points achieved, accommodation is rated as “excellent”, “good” or “acceptable” respectively.

This can help to deepen the initial assessment by the tour operator.

Evaluating the Data Review and Setting Priorities for an Improvement Programme

For further planning, a portfolio analysis would be useful to evaluate and prioritise different fields of action according to the criteria “potential for improvement” and “relevance for sustainability”:

Field A = serious need for action
Field B = medium need for action
Field C = little or no need for action
I would definitely advise other tour operators to produce sustainability reports, as they help to deepen awareness for sustainability. Everybody in our company has contributed his/her own ideas and suggestions for improvement and has reflected on the issues. In addition, it is interesting to collect the data and to see where we really stand and in where we still have deficits. First of all, we implemented a few small things (e.g. power strips, regulation of the heating system, etc.) and we even made an impact before the report was actually ready.

Katja Bärwolf, vice CEO & product manager
Costa Rica, Travel to Nature GmbH
The Project Partners

KATE – Centre for Environment & Development
KATE is an environment and development organisation working on issues of sustainability and corporate social responsibility (CSR) in the North and South with special emphasis on:

• Environmental management
• Quality and sustainability management
• CSR - corporate social responsibility in tourism
• Sustainable tourism in Latin America
• Development education for fair globalisation and fair tourism

The KATE office has a sustainability management system in place which ensures regular evaluation and improvement of our own environmental, economic and social performance and which is certified according to EMAS, ISO 14001:2005 and ISO 9001:2000.

KATE motivates people to turn society towards more democratic and ecological values and to globalise solidarity.

Working for ONE World – with competence & commitment.

Church Development Service – Special Desk Tourism Watch
Tourism Watch (TW) is a special desk of the church development service (EED). Tourism Watch works in the field of education and solidarity on Third World tourism and cooperates with ecumenical partners to promote sustainable, socially and environmentally friendly tourism development, following the motto "Fair tourism - A matter of heart and mind". This is being done by

• Raising awareness among tourists for responsible travel decisions
• Qualification of church-based holiday packages (ecumenical study tours and youth travel)
• Intercultural training seminars for tourist guides
• Activities on child rights and human rights, social standards and „fairly“ traded services in tourism
• Dialogue with tourism leaders and tourism associations
• Promotion of „best practice“ alternatives in tourism
• Cooperation with the media and political decision makers
• quarterly publication "TourismWatch"

Tourism Watch promotes alternatives in tourism and advocates human rights and social standards. One example is the international campaign against child prostitution in tourism and the cooperation with ECPAT.

forum anders reisen
„forum anders reisen“ is a business association of small and medium-sized tour operators aimed at promoting sustainable tourism. The members have committed themselves to a comprehensive set of criteria. Every two years an external institution will evaluate whether the criteria are being met. The non-profit umbrella organisation was founded in 1998 by twelve tour operators and now has more than 140 members.

The mission of the association and its members is to promote forms of tourism that are environmentally sustainable, economically feasible and ethically and socially just.

UNI europa
UNI is a regional as well as a global organisation. The skills and services International UNI - Union Network International – was founded on 1st January 2000 by a merger of its four founding partners Communications International, FIET (the white collar and services grouping), the International Graphical Federation, and the Media and Entertainment International. With its almost 1,000 organisations in more than 150 countries, UNI is today one of the largest associations of trade unions world wide. UNI Europa is the European regional organisation of Union Network International (UNI) with about seven million members. The head offices of UNI-Europa are located in Nyon and Brussels.

UNI Europa is recognised as a European Trade Union association by the European Trade Union Confederation (ETUC). The basic aim of UNI Europa is to build a social and democratic Europe. To ensure the social and democratic dimension of the European integration process, UNI Europa works on policies and action related to the institutions of the European Union. One of the most important aspects in this context is to represent the member organisations in the European institutions that influence the social, economic and cultural conditions of the member organisations and their members.
GERMANY

Aventerra is a non-profit organisation based in Stuttgart. The services offered by Aventerra range from holiday programmes for children and youth to study tours and adventure holidays. The services are based on outdoor education as a method and are aimed at holistic learning – by hand, heart and mind.

When working with children and youth, Aventerra uses the concept of Waldorf education and the principles of progressive education as an orientation and encourages children and youth to appreciate other cultures.

Aventerra’s mission statement: Protection of unspoilt nature, Protection of socio-cultural structures, Corporate Social Responsibility, Getting to know foreign countries and cultures in a sustainable manner.

www.aventerra.eu

aventOURa specialises in Latin America and organises special holiday programmes for small groups and individual travellers in South and Central America which primarily focus on encounters with the local population and on getting to know the present social, economic or socio-political realities in the destinations. Apart from classical tourist sights, small tourist groups visit citizen’s action groups, cooperatives or development projects, which thus get an additional source of income. Wherever possible, business partners with an ecological perspective are given special preference. aventOURa has received several tourism awards for its special concept, such as “Goldene Palme” by the travel magazine “Geo Saison” and others.

www.aventoura.de

INTI Tours is a tour operator specialising in Central and South America, with more than ten years of experience. Both founding partners spent several years in Latin America, working in the field of development cooperation. INTI Tours stands for direct and open encounters with the countries and their people; for comprehensive information and detailed knowledge of the history, traditions and culture of Latin America, for unique trips with numerous highlights. The wide range of programmes can be booked by groups and individuals. There are programmes for customers who wish to visit countries against a historical backdrop, programmes for railway enthusiasts, for amateur photographers and adventurers. Furthermore, INTI Tours offers individual tours for the media, for film and TV teams, press, advertising agencies, and photographers to facilitate shootings. These tours are organised in cooperation with reliable and competent local partners while supporting tourism in the respective countries in a sustainable manner.

www.inti-tours.de

Travel to Nature is a tour operator specialising in nature travel and sustainable tourism. When Travel to Nature was founded, the original idea was to organise trips to environmental protection projects of Waschbär mail order store based at Freiburg. It gradually developed into one of the biggest tour operators in the field of ecotourism. Waschbär-Reisen GmbH was founded in 1997 and has been known as travel-to-nature GmbH since 2004. The company cooperates with NABU (the largest society for nature protection in Germany), designs travel programmes for the weekly newspaper “DIE ZEIT” and the magazine “Schrot&Korn” and has been awarded seven “Goldene Palme” awards for its concept by “GEO Saison”, has got the tourism award by “Sonntag aktuell” and the TO DO! award by the German Institute for Tourism and Development. In addition, travel-to-nature GmbH received the environmental award for enterprises 2005 by the Ministry of the Environment and Transport of Baden-Württemberg. Travel to nature offers sustainable trips to destinations worldwide. When organising holiday programmes for small groups and individual travellers, travel to nature tries to make sure that the guests get to know the countries they visit in the most environmentally friendly and socially responsible manner possible. Travel to nature specialises in trips to Costa Rica and in family holidays.

www.traveltonature.de

FRANCE

France écotours is a French specialist of environment friendly tours. Whether you are interested in holiday activities with children, bio wellness holidays with vegetarian food and pure nature, a bicycle tour in Southern France or whether you want to go hiking in various regions of France, we offer you an ecological and authentic, enjoyable holiday experience in our country. The programmes are devised according to the responsible travel criteria of our association for sustainable tourism. We organise tours for small groups of 8 to 15 persons or individual trips. We help you to discover France: in an authentic, sustainable and individual manner. Our programme is rounded off by selected thematic hiking and adventure tours, German-speaking tourist guides, accommodation in bio-hotels or bio guest rooms, gypsy wagons and tree top hotels. France écotours organises study tours and business trips for interested individuals and specialists.

www.france-ecotours.com

SPAIN

Ismalar rutas is a responsible travel agency, established for cognisant travellers, that understand their journey as means of union and comprehension between people. It was founded in 2002 as an intercultural project of AFIP (Association for the advancement of the interculture between the people) and in 2005 was transformed into a company of social economies (“Ismalar S.L.L.”). They consider the principles of the responsible tourism as an alternative to the traditional ways of travelling, considering the voyage as a totality of experiences and sensations, based on economic sustainability, the respect for the culture, the environment and the social equity.

www.ismalar.org
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