



TOUR OPERATORS INITIATIVE

FOR SUSTAINABLE TOURISM DEVELOPMENT

Draft Tour Operators' Sector Supplement

For Use With the 2002 *Sustainability Reporting
Guidelines* of the Global Reporting Initiative

4 September 2002

Under review by GRI Board of Directors

Table of Contents

<u>Introduction</u>	3
<u>About This Supplement</u>	3
<u>Primary Authors</u>	3
<u>Reporting Using The GRI Framework</u>	4
<u>Applicability Of This Supplement</u>	5
<u>Comments From The Multi-Stakeholder Working Group</u>	5
<u>The Process For Developing This Supplement</u>	6
<u>Next Steps</u>	7
 <u>Supplement Content</u>	 10
<u>General Notes</u>	10
<u>Overview Of The Indicator Framework</u>	10
<u>Linkages Between GRI 2002 Guidelines And The Tour Operators' Supplement</u>	11
 <u>Performance Indicators</u>	 13
<u>Product Management And Development (PMD)</u>	13
<u>Internal Management (IM)</u>	14
<u>Labour Practices</u>	14
<u>Health And Safety</u>	14
<u>Training And Education</u>	14
<u>Materials</u>	14
<u>Waste</u>	15
<u>Supply Chain Management (SCM)</u>	15
<u>Customer Relations (CR)</u>	18
<u>Cooperation With Destinations (D)</u>	19
<u>Partnerships</u>	19
<u>Community Development</u>	19
<u>Philanthropy And Charitable Donations</u>	19
 <u>Table 1: Proposed organization of the GRI 2002 Guidelines under the Tour Operators' Supplement headings</u>	 20
<u>Table 2: GRI 2002 and Tour Operators' specific indicators: analysis of linkages</u>	21
 <u>Annex 1: Tour Operators' Suppliers</u>	 21
<u>Annex 2: Tour Operators' Stakeholders</u>	24
<u>Annex 3: Members of the Multi-stakeholder Working Group</u>	25

Introduction

About this Supplement

The Global Reporting Initiative (GRI) has begun work to develop sector supplements. Eventually, the GRI framework will include a range of supplements developed through multi-stakeholder processes.

This document provides supplemental performance indicators to the *2002 Guidelines* of the GRI for use by tour operators in combination with the *2002 Sustainability Reporting Guidelines*. It should be emphasised that the tour operators' supplement adds to, but does not replace, the *2002 Guidelines*' section on performance indicators. For general guidance on the GRI framework, please refer to the *2002 Sustainability Reporting Guidelines*.

The *Draft GRI Tour Operators' Sector Supplement* was developed by a multi-stakeholder working group convened by the United Nations Environment Programme's Tour Operators' Initiative (TOI) in partnership with the GRI. This document was submitted to the GRI Board of Directors for review and approval as a GRI supplement in June 2002. For further information on the status of this draft as a GRI document, please see the GRI website at: www.globalreporting.org.

Please note that all references to the *Guidelines* in this document are based on the *April 1 Draft Guidelines for Public Comment*.

Primary authors

The TOI is a network of tour operators committed to introducing sustainability into their business practices. The Initiative has been developed *by* tour operators *for* tour operators 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), who are also full members of the Initiative. Under this international umbrella, tour operators who are members of the Initiative are able to respond to international agendas while creating a platform to develop ideas and projects to address the environmental, social, economic and cultural aspects of sustainable development within the tourism sector.

The Initiative is voluntary, non-profit, and open to all tour operators, regardless of their size and geographical location. The main requirement for membership is to sign a commitment to adopt the principles of sustainable tourism and to implement these principles through a corporate sustainable tourism policy. As part of this commitment, members also agree to monitor and report their progress.

Convened in 1997 by the Coalition for Environmentally Responsible Economies, in partnership with UNEP, the GRI is elevating sustainability reporting to unprecedented levels of rigour, comparability, and completeness. GRI has incorporated the active participation of hundreds of business, accountancy, investment, environmental, human rights, and labour organisations from around the world in designing its *Sustainability Reporting Guidelines*.

Reporting Using the GRI Framework

The GRI reporting framework comprises three sets of documents. Together, this family of documents represents a comprehensive framework for measuring and reporting on economic, environmental, and social reporting at an organizational level.

- The GRI *Sustainability Reporting Guidelines* (the “*Guidelines*”)
- Sector and Issue supplements
- Technical protocols

The *Guidelines* represent the foundation upon which all other GRI reporting documents are based, and outline core content that is broadly relevant to all organizations regardless of size, sector, or location. All organisations seeking to report using the GRI framework should use the *Guidelines* as the basis for their report, supported by the other GRI documents as applicable.

In addition to the *Guidelines*, the GRI family of documents will also include a growing number of sector supplements. While GRI believes that establishing a core set of *Guidelines* is essential to achieve consistent and comparable reporting across diverse organisations, GRI also recognises that a generic set of indicators may fail to capture aspects of sustainability performance that are unique and crucial to a given industry sector (e.g., mining, automotive, pharmaceuticals). The sector supplements will be designed to provide indicators for use in conjunction with the *Guidelines* that highlight the specific issues that characterise a given industry sector.

Lastly, GRI is also drafting technical protocols that offer specific guidance on various technical aspects of reporting within the GRI framework, including expectations related to measurement of specific indicators.

For more information on GRI or to obtain a copy of the 2002 GRI *Guidelines* or other GRI documents, please visit the GRI website at: www.globalreporting.org Use of the GRI framework is voluntary.

Applicability of This Supplement

This sector supplement applies only to businesses dedicated to organizing holiday packages¹.

This supplement was not designed to capture sector-specific aspects of the various service industries associated with a package, such as transport, accommodation, and other tourism services.

Comments from the Multi-Stakeholder Working Group

In preparing the *Tour Operators' Sector Supplement*, it was necessary to elaborate on certain aspects of reporting that are not fully developed within the core *Guidelines*. This is particularly true for the category of Supply Chain Management. These differences have significant bearing on the possibility of effectively comparing reports from companies that use only the core GRI *Guidelines*, to tour operators that also use this sector supplement.

Early in the process, members of the Multi-Stakeholder Working Group (MSWG) agreed to include qualitative performance indicators as well as quantitative indicators. A number of the indicators chosen for the supplement are qualitative measures that provide detailed information on implementation of the reporting organisation's policies. This is consistent with the approach taken to numerous performance indicators in the 2002 *Guidelines*.

Lastly, it should be noted that the indicators in this supplement are the product of a multi-stakeholder consultative process. Therefore, while each indicator represents a commonly agreed upon position, it does not necessarily reflect the specific position of each individual participant. The multi-stakeholder working group acknowledges that both the process for developing this supplement and the selected indicators do not fully cover the expectations of each and every stakeholder.

This sector supplement was undertaken based on the understanding that virtually all dimensions of the tour operating business have environmental, economic, and social impacts.

¹ According to the European Commission, a package is a pre-arranged combination of not fewer than two of the following when sold or offered for sale at an inclusive price and when the service covers a period of more than twenty-four hours or includes overnight accommodation:

- a) transport
- b) accommodation
- c) other tourism services not ancillary to transport or accommodation and accounting for a significant proportion of the package.

The Process for Developing This Supplement

The development of the tour operators' sector-specific performance indicators had to take into account three main considerations.

First, the supplemental indicators had to complement the performance indicators contained in the 2002 *Guidelines*. Therefore, the supplement aimed to capture issues that were either:

- Essential components of sustainability unique to tour operators; or
- Relevant to numerous sectors, but of critical importance to tour operators' sustainability performance.

The second consideration was the recognition of the 'middle man' role of tour operators in the tourism industry. Tour operators don't deliver services or produce physical products. Clearly defining the boundaries of responsibility was therefore considered a necessary first step in the process.

Lastly, a final consideration was that the lack of examples of sustainability reports in the sector meant that the performance indicators could not be based on existing practices.

The MSWG that revised the performance indicators, included representatives from:

- Civil society organisations (non-profit advocacy groups, consumers' and trade unions);
- Local authorities and tourism boards;
- Tour operators' suppliers (accommodation, cruise liners, airlines, ground transport); and
- Tour operators selected from among the members of the Tour Operators' Initiative.

Two co-chairs—one business and one non-business representative—were elected to ensure that all perspectives were equally and properly integrated during the development of the supplement. The two co-chairs, Nico Visser of Travel Unie Nederland and Graham Gordon of Tearfund, facilitated the meetings of the MSWG. A GRI-TOI Reporting Committee consisting of a GRI liaison, a TOI representative, the two MSWG Co-Chairs, and a UNEP representative oversaw the process. The work of the MSWG was co-ordinated by UNEP, which also acts as the TOI Secretariat.

The process began with an advisory meeting in September 2001 in Paris that brought together tour operators and their direct stakeholders to agree on which actions and decisions in the preparation and delivery of the holiday package have an environmental, social and/or economic influence or impact, thereby setting the boundaries of responsibility for reporting. The participants in the advisory meeting recognised that a clear and shared agreement on 'how far' a tour operator could go in improving the sustainability of its product was a necessary pre-requisite to beginning a discussion on performance indicators.

Following the meeting, UNEP and GRI invited a number of tour operators and stakeholders to form the MSWG. Each member was selected based on their demonstrated interest and competence in this subject, and readiness to engage in the process. Efforts were also made to ensure geographical balance amongst the participants. See Annex 3 for a complete list of the members of the MSWG.

The indicators were developed over the course of three meetings of the MSWG (16 November 2001, 18-19 February and 25-26 April 2002). During the first consultation the group focused on identifying the sustainability issues specific to the tour operators' sector, and not sufficiently addressed by the *Guidelines*. This 'gap analysis' brought to light a number of suggestions for indicators to supplement those in the 2002 *Guidelines*. The meeting resulted in the first draft of the sector specific indicators for tour operators.

The draft was further discussed and developed at the second meeting of the MSWG in February 2002. Following the third meeting in April 2002, the MSWG agreed to the content of the final draft for submission to the GRI Board of Directors. The final document was submitted in June 2002 for review at the 20 June meeting of the GRI Board of Directors.

The drafting process was also designed to encourage input from other stakeholders and tour operators. Each draft of the supplement was posted on the TOI website with a direct link from the GRI web site for two months. In addition, copies were sent to key organisations and individuals with requests for comments. All comments received were discussed during the consultations, as well as posted on the TOI website.

Next Steps

This supplement is the result of a nine-month process that included numerous meetings and on-line exchanges. All participants in the process recognised that there are some limitations to this process and in particular the difficulty of bringing into the discussion feedback generated through experience, as this requires a much longer time. Furthermore, all participants recognise that understanding of sustainable development and sustainable performance continuously evolves.

The members of the MSWG were unanimous in calling for regular revisions to the tour operators' sector-specific performance indicators. Future revisions should also incorporate practical experience gained in using this first set as well as evolving understanding of sustainable development and performance.

Most participants indicated (through a questionnaire circulated during the third consultation) that indicators should be reviewed in two- to three years' time. Key in this revision process will be the experience gained by tour operators in using the GRI 2002 *Sustainability Reporting Guidelines* and the sector-specific indicators.

It was therefore proposed to initiate a pilot test of the GRI 2002 *Sustainability Reporting Guidelines* and the Tour Operators' Sector Supplement, involving members of the Tour Operators' Initiative. Many of the stakeholders involved in the process confirmed their interest in supporting this effort.

The pilot test would build awareness and know-how of reporting principles. Secondly, it would facilitate the revisions and improvement of the indicators through the generation of various outputs, among which would be:

- Structured feedback for revision of the indicators based on a common survey to be developed with the Global Reporting Initiative.
- A user's manual containing guidance notes to a number of indicators based on collected best practices, as well as measuring protocols.
- Recommendations on most effective reporting formats for the sector.
- A proposed model suitable to the tour operators' sector for organising the internal flow of information to support reporting efforts.
- Recommendations of the links between the core 2002 *Guidelines* and tour operator-specific indicators.
- A proposed classification of core and advanced indicators for the tour operators' sector.

Where to send feedback on this supplement:

Any comments and suggestions on how to improve this current version of the Tour Operators' Sector Supplement should be addressed to BOTH the:

TOI Secretariat

c/o United Nations Environment Program
Division of Technology, Industry and Economics
Tour Mirabeau - 39-43, quai André Citroën
75739 Paris Cedex 15 - France
Fax: +33-1-44371474
Email: unep.tie@unep.fr

Global Reporting Initiative Secretariat

Amsterdam, Netherlands
Email: guidelines@globalreporting.org

Supplement Content

General Notes

A number of general issues should be taken into account when using this supplement:

1. Definitions of the term “social” vary widely amongst different groups. In the context of tour operators, it is important to give specific consideration to the role of culture in social sustainability, and ensure that reporting on “social performance” reflects tour operators’ impacts and contributions to the cultures in which they operate.
2. The supplement does not include a definition of “destination.” The MSWG was unable to reach agreement on this question, and specifically the geographical scope implied in the term. The definition not only varies among tour operators, but the same tour operator use the term “destination” to refer to a town, a country, a region, or a continent interchangeably. It is therefore requested that reporting organisations clearly state the definition of ‘destination’ as used in the preparation of their report.
3. During the process of developing the supplement, the participants began to develop ‘guidance notes’ listing recommended best practices for specific indicators, as well as more specific instruction on the sustainability issues to be taken into account. The members of the MSWG felt that these guidance notes should be further developed based on experience, and therefore were not included in this supplement. The draft notes are posted on the TOI web site at www.toinitiative.org/reporting/reporting.htm. It should be noted that these guidance notes have not been officially reviewed and approved as part of the GRI framework and represent the experience and recommendations of the TOI. For technical guidance related to reporting within the GRI framework, please see the GRI website (www.globalreporting.org) or contact the GRI Secretariat (contact information also on website).

Overview of the Indicator Framework

The performance indicators drafted by the MSWG request information on tour operators’ performance both in terms of policies and management systems as well as areas of impact. The indicators are divided into categories that reflect the life cycle of the holiday product: from the planning stage, to the development and delivery of the product. The indicators have been grouped under five categories:

- Product management and development (PMD) includes actions related to the choice of the destination as well as the type of services to be included (e.g., the use of train vs. plane).
- Internal management (IM) reflects all the operations and activities that take place in the headquarters or country offices (e.g., use of office supplies, production of brochures, direct employment).
- Supply chain management (SCM) addresses actions related to the selection and contracting of service providers.
- Customer relations (CR) summarises the actions taken to deal with customers, not only with regards to the responsibility to serve them and reply to their comments, but also the opportunity to provide information and raise consumer awareness regarding sustainability.
- Cooperation with destination (D) includes all activities and decisions related to destinations that tour operators make beyond the production and delivery of their holiday package. This mainly includes efforts made by tour operators to engage in dialogues with destination operators about the impacts of tour packages, and philanthropic activities.

The first four categories cover actions and decisions that tour operators make in preparation of the holiday package. Through these actions and decisions, tour operators have either a direct impact on sustainability (e.g., managing office supplies), or a significant influence on sustainability (e.g., through the supply chain). The fifth area covers efforts to address product impacts at the destination.

Within these five categories, the indicators have been further grouped in the three sustainability headings where the MSWG felt relatively clear boundaries between environmental, social, and economic performance exist (e.g., internal management). In some categories, the indicators have not been separated into economic, environmental, and social, since the operators could not make a distinction between these issues within their business operations.

Linkages Between GRI 2002 *Guidelines* and the Tour Operators' Supplement

When using the indicators in the *GRI 2002 Guidelines*, tour operators should take into account that some overlaps exist between the general set of indicators developed by GRI and those in the Tour Operators' Sector Supplement. In many cases, the sector supplement represents a more specific dimension of a general indicator that appears in the *Guidelines*. The overlapping and complementary areas are highlighted in Table 3.

Specific points to note in the use of this supplement are:

- This supplement contains a number of indicators that request specific information on policies and procedures that overlap with elements in the *2002 Guidelines* section on Governance and Management Systems (Part C, Section 3). The general subject of the inquiries is the same, but the indicators in this supplement are more directly focused on the policy and procedural concerns important to measuring sustainability performance in the tour operators' sector.
- To facilitate responding to the supply chain management indicators, this supplement includes a classification of suppliers that is specific to tour operators' (see Annex 1).
- When reporting on stakeholder involvement (*2002 Guidelines*, Part C, Section 2.7) reporting companies should refer to the stakeholders listed in this supplement (see Annex 2). This list is consistent with the general stakeholder structure presented in the *Guidelines*, but is further refined to reflect the specific range of stakeholders relevant to the tour operators' sector.

Performance Indicators

PRODUCT MANAGEMENT AND DEVELOPMENT (PMD)

- PMD1. Indicate percentage of reporting organization's business (by passengers carried) and market share in operating destinations.
- PMD2. Describe policies on selecting, developing and deselecting destinations based on environmental, social and economic issues.
- PMD3. Describe key environmental, economic and social issues identified in destinations and types of information gathered².

Issues may include:

Environment: water, wastewater, energy, and transport infrastructures; hazardous and solid waste disposal; air and water quality; land-use and biodiversity conservation; local environmental management structures.

Socio-economic: respect for human rights (including indigenous and tribal people); compliance with ILO conventions on child and forced labour; freedom of association; non-discrimination; programmes to combat sexual exploitation of children and to combat and mitigate the social impacts of HIV/AIDS; citizen participation in planning process.

- PMD4. Percentage of destinations in which organisation operates for which issues (PMD3) have been identified, and percentage of reporting organization's business this represents (by passengers carried).
- PMD5. Types of approaches taken in gathering information (PMD3) and rational for applying an approach to a given destination.
Approaches include own research, third party report, customer feedback, destination self-assessment, stakeholders' consultation, dialogue with competitors. Specify stakeholders approached.
- PMD6. Length of time over which this information (PMD3) has been collected, and the frequency with which it is updated.
- PMD7. Quantify overall economic, environmental, and social impacts of typical holiday products.

² Draft Guidance note providing additional information is available for reporting companies on the Tour Operators' Initiative web site www.toinitiative.org

PMD8. Changes in design of holiday packages and other actions to address key environmental, economic and social issues (see PMD3) of destinations.

PMD9. Measures to maximise economic benefits to destinations.

INTERNAL MANAGEMENT (IM)

Labour practices:

IM1. Provide evidence of recruiting local residents (including destination nationals) for destination posts including management positions.

Health and safety:

IM2. Describe existence of policies and programmes to address the physical and mental well-being of staff at headquarters and destinations.

Training and education:

IM3. Describe types and mechanisms of training on environmental, social and economic issues by category of employee.

Include destination representatives, senior management, middle management, professional, technical, administrative, production and maintenance.

IM4. Describe policies and actions in place to accommodate cultural customs, traditions and practices of staff throughout the organisation.

Materials:

IM5. Describe policies to minimize the environmental impacts associated with the production, distribution and use of promotional materials and customer documentation.

IM6. Indicate total quantity (tonnes or kg) of material used by type (e.g., paper, plastic) and environmental quality (e.g., recycled content), for the production of promotional materials and customer documentation.

IM7. Indicate percentage of promotional materials and customer documentation that are produced in accordance to an environmental standard.

Specify standard.

Waste:

- IM8. Describe policies and targets for redistribution, reuse and recycling of promotional materials.
- IM9. Indicate percentage of total travel retailers that agree to adopt policies and practices on reuse and recycling of promotional materials.
Also refer to Supply Chain Management section.

SUPPLY CHAIN MANAGEMENT (SCM)

- SCM1. Describe the supply chain management policy, objectives and targets on environmental, social, and economic performance.
State the use of supplier prioritisation and screening criteria.
- SCM2. Describe processes through which suppliers, by type, are consulted during development and implementation of the supply chain management policy, described in SCM1.
- SCM3. Describe issues identified through supplier consultation and actions to address them.
- SCM4. Processes through which suppliers, by type, are engaged in the implementation of the supply chain management policy, described in SCM1.
Processes include: One way communication (e.g., questionnaires), two-way communication (e.g., information exchange), active co-operation (e.g., supplier training), rewards and recognition for high performers.

- SCM5. State joint actions taken with suppliers, by type, to support improvements in suppliers own environmental and social performance.
- SCM6. Describe progress in achieving objectives and targets related to supply chain policy.
- SCM7. Indicate percentage of suppliers, by type, subject to supply chain management policy.
- SCM8. Indicate percentages of suppliers, by type, subject to supply chain policy that have a published sustainability policy, implemented a sustainability management system and/or have a staff person with management responsibility for corporate sustainability.
- SCM9. State types of information requested from suppliers, by type, on their³:
- (a) Environmental practices and performance.
Include: Materials, water, energy, purchasing, solid waste, hazardous waste, effluents, emissions, transport, land-use and biodiversity.
- (b) Social practices and performance.
Include: Community and staff development, indigenous and tribal people's rights, formal employment contracts, social security, working conditions according to ILO Convention 172, equal treatment, non-discrimination, recognition of independent trade unions and application of collective bargaining agreements, health and safety committees, policies excluding child labour as defined by ILO, programmes to combat commercial sexual exploitation of children, and to combat and mitigate the social impacts of HIV/AIDS.
- SCM10. Indicate percentage of suppliers, by type, subject to supply chain management policy that provided the requested information.
- SCM11. Indicate percentage of suppliers, by type, subject to supply chain management policy whose environmental, social and economic performance has been reported.
- Through, for example:*
- *Supplier self declaration;*
 - *Spot checks by reporting organization;*
 - *Environmental and social audits;*
 - *Certification schemes (including eco labels);*
 - *Third party verification (state if verifier is accredited, and by whom).*

³ Draft Guidance note providing additional information is available for reporting companies on the Tour Operators' Initiative web site www.toinitiative.org

SCM12. State actions taken by the reporting organisation in response to suppliers reported performance (as per SCM 11), by type of suppliers.

Include incentives and rewards.

SCM13. State actions to inform suppliers of customers' requirements.

SCM14. State your contracting policy and how it is communicated it to your suppliers.

Include negotiating terms and conditions for payment, cancellation and compensation of contracts with suppliers.

SCM15. Describe joint initiatives with suppliers to improve environmental, social and economic conditions in destinations.

SCM16. State benefits for the reporting organisation from implementing the sustainable supply chain policy.

CUSTOMER RELATIONS (CR)

- CR1. Describe tools and measures used by reporting organisation to raise the awareness of consumers of suppliers' environmental, social and economic performance.
Indicate joint efforts with suppliers, NGOs, NTOs, and authorities in destinations; main themes communicated; and specify the moment of the holiday experience, from selection to return, at which communication took place.
- CR2. Describe tools and measures used by reporting organisation to raise the awareness of consumers of destinations' environmental, social and economic issues.
Indicate joint efforts with suppliers, NGOs, NTOs, and authorities in destinations; main themes communicated; and specify the moment of the holiday experience, from selection to return, at which communication took place.
- CR3. Describe tools and measures used by reporting organisation to raise the awareness of consumers of sustainable holiday-making.
Indicate joint efforts with suppliers, NGOs, NTOs, and authorities in destinations; main themes communicated; and specify the moment of the holiday experience, from selection to return, at which communication took place.
- CR4. Means to invite customers' feedback on economic, environmental, and social issues related to the holiday product and actions taken to respond to feedback.
- CR5. Indicate percentage of total feedback received, related to economic, environmental and social issues.
Break down feedback in terms of positive and negative and main issues covered.
- CR6. Provide evidence of consultation with destination stakeholders and suppliers on how the destination and services are portrayed to customers.
- CR7. Indicate number of complaints from destinations' stakeholders and holiday-makers regarding misleading and inaccurate representation of destinations.
Actions taken to address these.

COOPERATION WITH DESTINATIONS (D)

Partnerships

- D1. Describe ways reporting organisation engages with destination stakeholders to address issues, including those identified in PMD3⁴.
Include information exchange, awareness raising, consultation, dialogues and incentives provided.

Community development

- D2. Describe measures taken to identify and offer commercial opportunities and assistance to non-contracted suppliers that support community development.

Philanthropy and charitable donations

- D3. Describe procedures and criteria for selecting projects and organisations to which philanthropic and charitable donations are made.
- D4. Indicate total funds (in cash and estimated value of in-kind contributions) for conservation and social development projects.
Identify:
- *Sources (corporate budget, consumers' contributions);*
 - *Type (cash, in kind);*
 - *Distribution of funds to conservation and community development projects and organisations;*
 - *Location of projects/organisations receiving the funds (in operating destinations, headquarters and international).*
- D5. Describe programmes for philanthropic and charitable donations in relation to conservation and community development projects.
- D6. Provide evidence of benefits generated (in D4 and D5), particularly at destinations, in support of community development, biodiversity conservation and other social, economic and environmental improvements at destinations.

⁴ Draft Guidance note providing additional information is available for reporting companies on the Tour Operators' Initiative web site, www.toinitiative.org

Table 1: Proposed organization of GRI 2002 *Guidelines* under the Tour Operators' Supplement headings

Product Management and Development			
Tour Operators Supplement	GRI 2002 <i>Guidelines</i>		
	Economic	Environmental	Social
PMD1, PMD2, PMD3, PMD4, PMD5, PMD6, PMD7, PMD8, PMD9	EC13*	EN7, EN14, EN15, EN18*, EN25*, EN26*, EN27*, EN28*, EN30*, EN35*	HR2, HR12*, HR13*, HR14*, SO1
Internal Management			
Tour Operators Supplement	GRI 2002 <i>Guidelines</i>		
	Economic	Environmental	Social
IM1, IM2, IM3, IM4, IM5, IM6, IM7, IM8, IM9	EC1, EC2, EC5, EC6, EC7, EC8, EC9, EC12*,	EN1, EN2, EN3, EN4, EN5, EN6, , EN7, EN8, EN9, EN10, EN11, EN12, EN13, EN16, EN17*, EN19*, EN20*, EN21*, EN22*, EN23*, EN24*, EN27*, EN29*, EN31*, EN32*, EN34*, EN35*,	LA1, LA2, LA3, LA4, LA5, LA6, LA7, LA8, LA9, LA10, LA11, LA12*, LA13*, LA14*, LA15*, LA16*, LA17 HR1, HR4, HR5, HR6, HR7, HR8*, HR9*, HR10*, HR11*, HR12*, SO2, SO3, SO4*, SO5*, SO6* SO7*
Supply Chain Management			
Tour Operators Supplement	GRI 2002 <i>Guidelines</i>		
	Economic	Environmental	Social
SCM1, SCM2, SCM3, SCM4, SCM5, SCM6, SCM7, SCM8, SCM9, SCM10, SCM11, SCM12, SCM13, SCM14, SCM15, SCM16	EC3, EC4, EC11*	EN 30*, EN33*, EN35*	HR2, HR3
Customer Relations			
Tour Operators Supplement	GRI 2002 <i>Guidelines</i>		
	Economic	Environmental	Social
CR1, CR2, CR3, CR4, CR5, CR6, CR7			PR1, PR2, PR3, PR4*, PR5*, PR6*, PR7* PR8*, PR9*, PR10*, PR11*
Cooperation with Destination			
Tour Operators Supplement	GRI 2002 <i>Guidelines</i>		
	Economic	Environmental	Social
D1, D2, D3, D4, D5, D6	EC10		

* Denotes an additional (rather than core) indicator in the 2002 *Guidelines*.

Note: Some *Guidelines* indicators correspond with more than one Tour Operators' Category

Table 2: GRI 2002 and Tour Operators' specific indicators: analysis of linkages

Guidelines Indicators	Tour Operators Indicators	Comments	Suggestions
EC1 and EC2	PMD1	EC1 and EC2 are an extension of PMD1. The tour operators' specific indicator uses the traditional tour operators' unit measure 'passenger/destination' rather than turnover.	Combine the three indicators.
EC12	PMD9	The tour operators' specific indicator PMD9 reflects the pro-active actions taken by tour operators to maximise and enhance their positive economic benefits at the destination level.	Cross-link the replies to the two indicators.
EC12	PMD7 and PMD9	EC12 is partially included in PMD7 and PMD9.	Focus on the two aspects highlighted by PMD7 and PMD9.
EN1 and EN2	IM5, IM6 and IM7	Tour operators specific indicators IM5, IM6 and IM7 address specifically the material used related to the production and distribution of tour operators' promotional material and customer documentation, that represent a major source of solid waste.	Complement the replies to EN1 and EN2 with the specific answers addressing promotional material and customer documentation.
EN11	IM8 and IM9	Tour operators' specific indicators IM8 and IM9 address specifically waste management practices related to the production and distribution of tour operators' promotional material and customer documentation that represent a major source of solid waste.	Complement the information provided in EN11 with the specific data addressing promotional material and customer documentation, in IM8 and IM9.
EN33 and HR3	SCM1 to SCM16	The tour operators' supplement provides a more detailed and sector-specific set of indicators addressing environmental, social and economic aspects of supply chain management.	Focus on SCM1 to SCM16 and indicate the links with EN33 and HR3
HR2 and HR3	SCM9	SCM9 provides the opportunity to report on all types of information requested from suppliers on environmental and social issues, while HR2 and HR3 focus more specifically on suppliers' human rights performance.	Complement information provided in SCM9 with information provided in HR2 and HR3.
HR2	PMD2	PMD2 provides the opportunity to report on their general destination selection policy, while HR2 focuses in particular on human rights issues.	Complement information provided in PMD2 with information provided in HR2.
SO1	PMD1 to PMD9	The tour operators' supplement provides a more detailed set of indicators reflecting tour operators' performance in stakeholder engagement and actions taken to minimise negative impacts and influence on destinations through product development and management.	Focus on PMD1 to PMD9, and indicate the links with SO1.
EC13, EN14, and HR3	PMD7	EC13, EN14 and HR3 are covered under PMD 7	Cross reference responses.
EC10, EC12, HR2 and SO1	D1 to D6	The tour operators' supplement provides a more specific set of indicators that facilitate the illustration of conservation and philanthropic investments to benefit the destination, beyond the company.	Focus on D1 to D6, and indicate the links with EC10, EC12, HR2 and SO1.

Annex 1: Tour Operators' Suppliers

"Packaging" Holiday Services

Transport Services

Transport to and from embarkation and disembarkation points:

- Transport terminals: airports, stations, terminals etc.
- Pickup services: taxi, coach

Transport to and from destinations and transfers within destinations:

- Inbound Tour Operator services
- Air
- Rail
- Coach
- Taxi
- Ferry

Accommodation Services

- Hotels
- Self-catering
- Pension/Bed & Breakfast
- Holiday house/villa/chalet
- Campsites

Leisure Services

- Inbound tour operators and/or local agents offering natural and cultural excursions
- Sport and adventure tourism service providers
- Guiding Services
- Catering Services
- Retailers

Cruise Lines

Producing Holiday Brochures, Promotion Material and Travel Documents

Graphic designers

Printing services

Distribution services and promotions mailing houses

Retailing Holidays

Travel Agencies

(continued)

Internal Corporate Management**Obtaining Office space**

- Building design and construction services
- Building material suppliers
- Real estate agents and rental services

Daily Business Processes

- Water supply and waste water disposal services
- Energy suppliers
- Waste disposal services
- Telecommunication and IT services
- Suppliers of office equipment, furniture, paper and other supplies
- Cleaning services
- Catering services
- Gardening/landscaping services
- Couriers
- Vehicle renting and parking services
- Management and financial consultants
- PR and communication agencies
- Financial institutions

Annex 2: Tour Operators' Stakeholders

Tour Operators' Stakeholders in Countries of Origin and Destinations
Employees Shareholders Financial and Insurance Institutions Local population Customers Suppliers of Leisure and Tourism Services/Products Suppliers of Office supplies and Services Buyers and Representatives based overseas and in destinations Management Consultants and Auditors Marketing and PR Consultants and Advertising Agencies Legislators Local and National Governments Trade Unions Trade and Employers' Associations National and Regional Tourism Boards/Authorities/Organisations Non Government Organisations (NGOs) Civil Society Organisations (CSOs) Press and Media

Annex 3: Members of the Multi-stakeholder Working Group

Last	First	Organisation
Ashton	Jane	First Choice Holidays
Austria	Gregorio	City of Puerto Princesa
Bah	Adama	Gambia Tourism Concern
Belau	Dirk	International Labour Organization (Observer)
Bermann	Ellen	Viaggi del Ventaglio
Botet i Pont	Ramon	Lloret de Mar (Spain – Costa Brava)
Carroll-Simon	Elizabeth	International Hotel & Restaurant Association
Cresswell	Carolyn	P&O Princess Cruises plc
Dietsch	Klaus	Studiosus Reisen
Fletcher	Karen	International Hotel Environment Initiative (Observer)
Gordon	Graham	Tearfund
Guglielmi	Gabriele	Filcams CGIL Nazionale (Italy)
Hess	Kaspar	Hotelplan
Hügel	Jens	Union International des Transports Routier (IRU)
Hustache Bennani	Isabelle	Dynamic Tours
Jackson	Jan	British Airways Holidays
Le Dantec	Alexandre	Accor Tours
Lotta	Sand	Thomson Travel
Museler	Andreas	LTU-Touristik GmbH (formerly ITS Reisen)
Nawaz	Homar	Tourist Board of Sri Lanka
Newton	Victoria	British Airways
Nico	Visser	Travel Unie Nederland
Ornek	Yusuh	Vasco Travel
Orsoni	Pierre	Telefono Blu, SOS Turismo Consumatori
Paul	Matell	Scandinavian Leisure Group
Richards	Keith	Association of British Travel Agents
Selanniemi	Tom	Aurinkomatkat-Suntours
Sweeting	Jamie	Conservation International
van Beurden	Jan	Lions Dive & Beach Resort
Wilson	James	Six Continents/BASS
Woolford	Justin	WWF UK