

**A PRACTICAL GUIDE
TO GOOD PRACTICE**

**MANAGING ENVIRONMENTAL
AND SOCIAL ISSUES
IN THE ACCOMMODATIONS SECTOR**

THE CENTER FOR
**ENVIRONMENTAL
LEADERSHIP**
IN BUSINESS



TOUR OPERATORS INITIATIVE
FOR SUSTAINABLE TOURISM DEVELOPMENT

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THE MEMBERS OF THE TOUR OPERATORS' INITIATIVE FOR SUSTAINABLE TOURISM DEVELOPMENT ARE:

Accor (France)	LTU-Touristik GmbH (Germany)
Atlas Voyages (Morocco)	MyTravel Northern Europe (Sweden)
Aurinkomatkat-Suntours (Finland)	NS Travel (The Netherlands)
British Airways Holidays (UK)	Orizzonti (Italy)
DiscoveryInitiatives (UK)	Premier Tours (USA)
Dynamic Tours (Morocco)	Settemari (Italy)
Exodus (UK)	Studiosus (Germany)
First Choice (UK and Ireland)	Travel Walji's PVT (Pakistan)
FreeWay Adventures (Brazil)	TUI Group (Germany)
G.A.P. Adventures (Canada)	TUI Northern Europe (UK & Nordic Countries)
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Hotelplan (Switzerland)	Viaggi del Ventaglio (Italy)
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WHY WE CREATED THIS HANDBOOK

Hoteliers around the world are recognizing that responsible environmental and social practices translate into benefits for business, the environment and the global community. From providing cost savings and reputation benefits to ensuring the long-term appeal of a destination to travelers, good environmental and social practices make good business sense.

This handbook provides an overview of ten key environmental and social issues that are critical to the long-term success of the accommodations sector. For each issue, we offer a brief summary, the rationale for good practices and examples of what hotels around the world are doing. Recognizing that the solutions offered here are not fully exhaustive, we offer sources for further information within each section and at the end of the handbook.

BENEFITS OF RESPONSIBLE ENVIRONMENTAL AND SOCIAL PRACTICES

Good practice can result in direct cost savings by reducing energy and water bills, and sewage treatment and waste disposal costs. Conservation efforts such as hazardous waste management and water treatment will mean a safer workplace and common spaces, which, in turn, can decrease staff turnover, reduce lost work time due to injury or illness, and lower liability risks.

Publicity about poor practices may damage a hotel's reputation and lead to loss of business. On the other hand, good practice can be an effective marketing tool within the growing international market of guests seeking environmentally and socially responsible destinations.

Furthermore, adopting sound environmental and social practices offers an opportunity to maintain the quality of a hotel's surroundings, thereby improving the overall experience for guests and increasing support from government officials and neighboring communities. Hotels that fail to protect their environmental and cultural surroundings may contribute to the destruction of the very attractions upon which they depend for success, including clean air, safe water and beautiful, healthy surroundings.



ENERGY MANAGEMENT

WHAT IS THE ISSUE?

Hotels use significant amounts of energy for daily operations and recreational activities. In many facilities, energy costs are the second-highest operational costs after payroll. This high demand for energy is often due to the use of energy-intensive technology to provide modern comforts and conveniences, such as air conditioning, to large numbers of guests. The vast majority of hotels and resorts meet their energy needs by purchasing energy produced through the burning of fossil fuels (coal, oil and natural gas), which contribute to local air pollution and global climate change. The extraction, refining and transport of fossil fuels can also cause environmental damage. Improvements in housekeeping and efficiency measures and use of renewable energy can decrease dependency on energy produced through fossil fuels.

WHY SHOULD I CARE?

- Investments in more efficient energy use and improved housekeeping practices can lead to significant reductions in operating costs and energy bills, with relatively short payback periods. The average 300-room hotel spends an estimated \$1.2 million per year on energy.
- Using renewable energy can reduce local air pollution, maintain destination quality and enhance the guest experience.
- Energy efficiency and conservation practices can enhance reputation among guests and others who are concerned about reducing global energy consumption and the effects of climate change.

WHAT CAN I DO?

- Start by assessing existing energy use to determine where the highest energy consumption takes place within your premises and the most likely places for efficiency improvements.
- Continue to regularly monitor your energy consumption. Daily or weekly monitoring of energy use helps to identify abnormal consumption and to quantify energy savings when efficient equipment is installed or a good practice is implemented.
- Encourage guests to follow energy-saving practices, such as switching off lights and air conditioning, closing window shades before leaving their rooms and using towels or linens for more than one day.
- Work with employees to identify energy-saving practices, such as lowering heating or air conditioning to a fixed temperature when cleaning the room, or operating dryers and dishwashers only with full loads. If you have a swimming pool, turn off the pump in the evening.
- Regularly monitor and service all equipment, to ensure that it is running as efficiently as possible. Upgrade older, inefficient equipment or replace with newer technology.
- Use products that require less energy to maintain, such as colored sheets and towels or eco-labeled cotton products that can be laundered at lower temperatures.
- Use sensors and timers to turn off unnecessary lights in intermittent-use areas, such as meeting rooms, storage areas and public and staff bathrooms.
- Reduce the number of elevators and escalators running during times of low use.
- When feasible, use renewable energy sources, such as biogas, wind or solar power.
- Contact national environmental protection agencies involved in promoting renewable energy and energy-saving measures for help in implementing an energy management plan. The UNEP Energy Programme provides advanced information on available renewable energy technologies (www.unep.org/energy).



WHERE CAN I GET MORE INFORMATION?

- Benchmark Hotel program. <http://www.benchmarkhotel.com>
- *Case Studies: Water, Energy and Solid Waste Management in the Hotel Industry*. Caribbean Alliance for Sustainable Tourism. Available at: <http://www.cha-cast.com>
- *Environmental Action Pack for Hotels*. International Hotel & Restaurant Association, International Hotels Environment Initiative, United Nations Environment Programme, Industry and Environment, 1995. Available at: <http://www.ihei.org> and <http://www.uneptie.org>
- *Green Hotelier* magazine. International Hotels Environment Initiative. Available at: <http://www.ihei.org>
- *Renewable Energies for the Tourism Industry*. United Nations Environment Programme – Department of Technology, Industry and Economics, 2003. Available at: <http://www.uneptie.org>

For more information on this and other issues, see Sources of Further Information on pages 22-24.

GOOD PRACTICE IN ACTION

*The **Accor** Group has installed 1600 m² of solar panels at 13 hotels and the Accor Academy in France. Similarly, solar heating now covers 60% of their hot water needs. On average, these technologies have a 10 year pay back period.*

*When a study at the 17-floor **Hotel Nikko** in Hong Kong found that a third of guests did not turn off the master electrical switch when leaving their rooms, the hotel installed keycard-controlled master switches. The hotel estimates the keycard system saves \$0.30 per room per day. With an initial cost of \$21 per switch, the payback period is 70 days.*

*The **Seattle Westin Hotel** achieved a 66 percent reduction in guest room wattage and an annual savings of \$400,000 by changing incandescent bulbs to energy-saving compact fluorescent light bulbs and improving control mechanisms.*

*The **Taj Group of Hotels**, which uses solar heating to meet 50 to 100 percent of the hot water needs of all of its hotels, has found that investments in solar power pay for themselves in as little as two years.*



WATER USE MANAGEMENT

WHAT IS THE ISSUE?

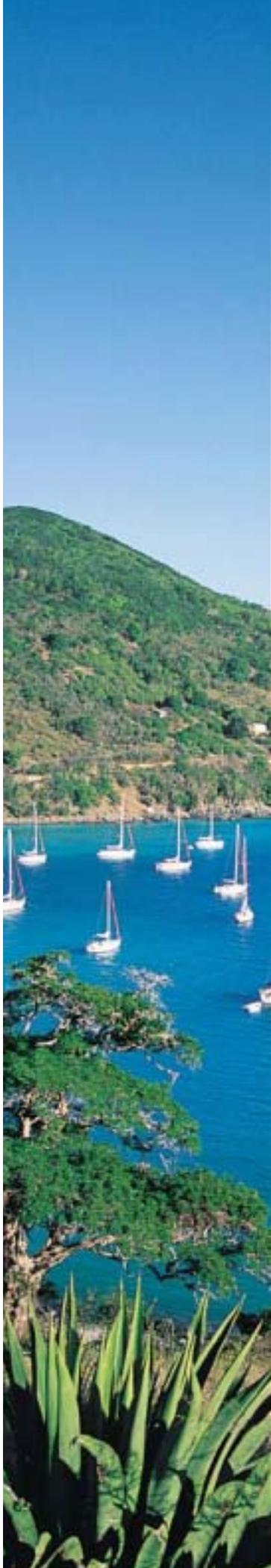
In many areas of the world, demand for water exceeds supply and is seriously straining available water resources. Some of the most water-stressed areas in the world, such as the Mediterranean, are also home to some of the largest international tourism destinations. Guest demand for water usually far exceeds that of local residents. In addition to the water required for each hotel room and general hotel management activities such as kitchens and laundry, features such as swimming pools, lawns and golf courses can add significantly to total usage. Excessive water use can degrade or destroy local water resources, threatening the availability of water for local needs. Problems may be made worse in areas where high tourist season corresponds with periods of low rainfall.

WHY SHOULD I CARE?

- Decreasing overall water use can lead to cost savings, especially during periods of drought, use restrictions or increasingly strict government regulations on water use.
- Reducing water use can conserve and protect local water resources upon which a hotel and the local community depend.
- Preserving the quality of local water resources can eliminate the need for costly drinking water treatment processes.
- Water conservation can enhance reputation among guests and others who are concerned about reducing water consumption and protecting local resources.

WHAT CAN I DO?

- Identify the main areas of water consumption in your hotel where significant water savings may be achieved.
- Regularly monitor your water consumption for each area of the hotel (kitchen, laundry, rooms, etc.). Daily or weekly monitoring helps to identify leaks and to quantify water savings when efficient equipment is installed or a good practice is implemented.
- Encourage guests to use their towels or linens for more than one day. Provide guests with tips about water-saving measures such as turning off the taps in the sink when shaving or brushing their teeth.
- Work with employees to identify water-saving practices, such as avoiding leaving water running, or operating washing machines and dishwashers only when full.
- Engage your housekeeping and engineering departments in an active campaign to detect and repair leaking toilets, faucets and showerheads.
- Install water-saving devices such as low-flush toilets and low-flow shower heads and faucets. Low-flow fixtures in showers can reduce the flow of water by 50 percent without affecting the comfort level of the user.
- Maintain your equipment regularly. The absence of preventive maintenance generates small but regular leaks, which can correspond to an important loss of water.
- Use technologies that reduce water use through recycling.
- Avoid wasteful landscaping practices, such as hosing outdoor surfaces and watering gardens during the day.
- Use drip irrigation systems and choose drought-resistant native plant species for landscaping.



WHERE CAN I GET MORE INFORMATION?

- Benchmark Hotel program. <http://www.benchmarkhotel.com>
- *Case Studies: Water, Energy and Solid Waste Management in the Hotel Industry*. Caribbean Alliance for Sustainable Tourism. Available at: <http://www.cha-cast.com>
- *Environmental Action Pack for Hotels*. International Hotel & Restaurant Association, International Hotels Environment Initiative, United Nations Environment Programme, Industry and Environment, 1995. Available at: <http://www.ihei.org> and <http://www.uneptie.org>
- *Green Hotelier* magazine. International Hotels Environment Initiative. Available at: <http://www.ihei.org>

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GOOD PRACTICE IN ACTION

Sandals Negril Beach Resort & Spa in Jamaica uses low-flush toilets and urinals which use only 5.7 liters (1.5 gallons) of water per flush, aerators and low-flow devices on faucets, water-saving showerheads with a maximum flow of 9.5 liters (2.5 gallons) per minute, and ground care water-saving techniques to reduce water loss from evaporation. In the three years from 1998-2000, total water consumption per night was reduced 28.6 percent.

The Apple Farm Inn and Restaurant, a luxury hotel in California, USA, with only seven rooms, uses discharged water from washing machines to flush toilets, saving 15,900 liters (4,200 gallons) of water per day and approximately \$5,000 per year.



WASTEWATER MANAGEMENT

WHAT IS THE ISSUE?

Hotels can produce significant quantities of wastewater, both graywater, which mainly comes from washing machines, sinks, showers, baths and roof runoff, and blackwater, which comes from kitchen dishwashing and toilets. In a number of destinations, little or none of this waste is treated, and pollutants such as fecal coliform bacteria and chemicals are discharged directly into the environment. (For more information on proper handling of chemicals, see Chemical Use on page 10.) Poor sewage treatment can lead to pollution of ground and surface water, and degradation of marine resources, such as coral reefs. Among people, inadequate treatment of human waste can cause infection, gastro-intestinal disease, leptospirosis and cholera. In some coastal areas, beaches have been closed to the public because of high levels of chemical and organic pollution.

WHY SHOULD I CARE?

- Proper wastewater treatment can reduce the chances of contamination of local drinking and agricultural water supplies, reducing the need to buy or treat drinking water and improving relations with local communities.
- Effective wastewater treatment can avoid serious illness among guests and staff members and limit the risk of litigation from guests who become infected after drinking or swimming in polluted waters.
- Treating wastewater and sewage may avoid fines and clean-up costs.
- Avoiding the discharge of untreated wastewater or sewage can protect tourism resources by conserving marine habitats and reducing coastal pollution.
- Coastal pollution can decrease business as potential guests cancel trips and seek alternative destinations.

WHAT CAN I DO?

- Minimize wastewater discharge by reducing water use.
- Collect waste oil and grease for separate processing.
- Use biodegradable detergents and cleaning agents that are compatible with the wastewater treatment technologies.
- Minimize the use of chlorine, bleaches, detergents and other chemicals that end up in wastewater.
- Ensure all wastewater is properly treated before it is released into the environment.
- If a municipal system is available, check that the wastewater collection network is really going to a wastewater treatment plant and is not just discharged directly into the environment.
- If no municipal system is available, work with other businesses and organizations and the local municipality to support the development of modern municipal wastewater treatment systems.
- If no municipal system is available, identify the best options for treatment on site. If feasible, use natural wastewater treatment options that use plants and natural bacteria to purify water, rather than chemicals.
- Reuse treated graywater for washing floors, flushing toilets and irrigating gardens and golf courses.



WHERE CAN I GET MORE INFORMATION?

- *A Manual for Waste Management: What the Tourism Industry Can Do to Improve Its Performance.* United Nations Environment Programme, 2003. Available at: <http://www.uneptie.org>
- Benchmark Hotel program. <http://www.benchmarkhotel.com>
- *Environmental Action Pack for Hotels.* International Hotel & Restaurant Association, International Hotels Environment Initiative, United Nations Environment Programme, Industry and Environment, 1995. Available at: <http://www.ihei.org> and <http://www.uneptie.org>
- *Green Hotelier* magazine. International Hotels Environment Initiative. Available at: <http://www.ihei.org>

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GOOD PRACTICE IN ACTION

*The **Accor Thalassa Institute** of Essaouira in Morocco has installed its own wastewater treatment. Additionally, at the **IBIS Meknés**, wastewater is recycled to irrigate the green areas, thus limiting the use of freshwater.*

***Greecotel** worked with local authorities in Greece to install a wastewater treatment plant that treats water from both the hotel and local communities, thereby helping to preserve local water quality.*

*The **Le Sport resort** in St. Lucia treats wastewater in three interconnecting lagoons that filter wastewater with aquatic plants and mesh. The filtered water is then disinfected further with ultra-violet rays and used for irrigation on the resort's grounds. In its first year of operations, the new treatment method saved about 3.8 million liters (1 million gallons) of water and thousands of dollars.*

***Disney World**, in Florida, USA, recycles 15.2 million liters (4 million gallons) of wastewater a day for irrigation of landscaping and golf courses. The company found this method was not only environmentally responsible, but cost-effective, as using municipally treated water would have been much more expensive.*



WASTE MANAGEMENT

WHAT IS THE ISSUE?

Hotels produce large quantities of solid waste, from packaging to food scraps to cleaning and maintenance materials, some of which is toxic. (For more information on proper handling of chemicals, see Chemical Use on page 10.) In many cases, this waste is collected in badly designed waste dumps, discarded directly into oceans or rivers, or simply dumped in areas out of sight of guests. In addition to visually degrading a destination, improper waste disposal can lead to water and soil pollution through leaching of contaminants from waste piles. Poorly designed waste dumps can result in fires, odors, flies and ineffective containment of wastes. Uncontrolled disposal of toxic items such as paint cans and batteries can severely contaminate water, air and soil resources, threatening the environment and human health. Even where waste is disposed of legally, landfills have limited capacity, which is a particular problem on small islands.

WHY SHOULD I CARE?

- An effective waste management program can reduce hauling and disposal fees.
- Reuse and recycling of products can cut product purchasing costs.
- Improper or illegal waste disposal may lead to significant fines and clean-up costs.
- Proper waste disposal may limit the risk of litigation from guests or area residents who become ill from hazardous wastes.
- Effective waste management can protect a hotel's image by limiting visual degradation of the area and enhancing approval from guests. The visible effects of waste disposal is the most mentioned concern by guests regarding their holiday destinations.
- Waste dumped directly into oceans or rivers can decrease the quality of tourism resources by reducing fish populations and making the water unsuitable for recreational activities.

WHAT CAN I DO?

- Begin by reviewing the types and quantities of waste produced and current disposal methods and costs.
- Develop your solid waste management program around the three R's: Reduce, Reuse and Recycle.
- REDUCE: Buy products in bulk and with less packaging, to reduce waste generation.
- REUSE:
 - Replace disposable items with reusable ones, such as rechargeable batteries, refillable soap and shampoo containers and cloth laundry bags.
 - Require vendors to take back pallets and crates.
- RECYCLE:
 - Separate waste at the source, rather than having to go through all the trash after it is collected. For example, provide containers for recyclables in guest rooms and compost bins in kitchen work areas.
 - Where there is a market for recyclables, recycle items such as paper, glass, metal and plastic.
 - Compost organic wastes such as food scraps, leaves and tree cuttings.
 - Provide waste bins for your guests in key areas, particularly by the beach and along nature trails.
 - Keep solid waste in a safe, sanitary holding place until it is picked up by the municipality or other disposal entities.
 - Work with other businesses and organizations and the local municipality to support the development of efficient waste separation, collection, recycling and treatment systems.



WHERE CAN I GET MORE INFORMATION?

- *A Manual for Waste Management: What the Tourism Industry Can Do to Improve Its Performance.* United Nations Environment Programme, 2003.
Available at: <http://www.uneptie.org>
- Benchmark Hotel program. <http://www.benchmarkhotel.com>
- *Environmental Action Pack for Hotels.* International Hotel & Restaurant Association, International Hotels Environment Initiative, United Nations Environment Programme, Industry and Environment, 1995.
Available at: <http://www.ihei.org> and <http://www.uneptie.org>
- *Green Hotelier* magazine. International Hotels Environment Initiative.
Available at: <http://www.ihei.org>
- *Waste Audit Manual for Caribbean Hotels and Resorts: A Guide to a Greener Environmentally Sound Property.* Caribbean Alliance for Sustainable Tourism.
Available at: <http://www.cha-cast.com>

For more information on this and other issues, see Sources of Further Information on pages 22-24.

GOOD PRACTICE IN ACTION

*At **Great Keppel Island Resort**, in Australia, organic wastes are shredded, composted for several weeks and then fed to the worms at the resort's worm farm. The worms produce a rich product that is used in the resort's gardens instead of fertilizer. This system reduces waste and eliminates the costs of removing trash from the island.*

*The recycling program at the **Banff Springs Hotel**, in Canada, has cut waste by more than 85 percent.*

*Since 1998, the **Novotel NorthBeach** in Australia has recycled, on average per week, 5000 kg of glass, 500 kg of cardboard, 700 kg of paper, 100 kg of plastic and 1500 kg of organic waste which is sent to farmers.*



CHEMICAL USE

WHAT IS THE ISSUE?

Excessive or improper use, storage and disposal of chemicals and other hazardous wastes in daily operations can result in pollution and contamination of local environmental resources. Use of pesticides, fertilizers and herbicides for gardening and to control insects can lead to toxic runoff into streams, coastal waters and groundwater. Chemicals used for cleaning guest rooms or in recreational facilities such as swimming pools can contaminate local soil and water supplies and may pose a potential hazard to human health. Leakage of CFCs and HCFCs from refrigerators, air conditioners and other cooling equipment, as well as chemicals used for dry cleaning, in aerosols, fire extinguishers and foams, contribute to the depletion of the ozone layer.

WHY SHOULD I CARE?

- Reduced use and responsible handling of chemicals and hazardous wastes can maintain the quality of tourism resources by minimizing the potential for air, water or soil pollution.
- Improper use, including overuse, of chemicals poses a real threat to the health and safety of guests and staff members.
- Effective management of chemicals and hazardous wastes can reduce water treatment costs and the quantity and cost of chemicals purchased by the hotel.
- Proper use, storage and disposal of chemicals and hazardous wastes can ensure compliance with government regulations and reduce potential fines or clean-up costs.

WHAT CAN I DO?

- Limit the number of chemical products used on your property.
- Reduce contaminants by using natural products such as salt, vinegar and baking soda to clean ovens, drains, windows and floors.
- Use biodegradable and environmentally certified (e.g. Green Seal, The Nordic Swan, the EU Flower) cleaning agents, paints, solvents and other products.
- Use automatic dosing for chemicals for cleaning and swimming pools, to ensure that the appropriate amounts of chemicals are used for each task.
- Train staff in how to handle and dispose of chemicals and hazardous materials responsibly and safely.
- Dispose of hazardous materials responsibly and according to local laws and international standards.
- Regularly monitor air conditioners, heat pumps, refrigerators, freezers and kitchen cooling equipment to detect and eliminate leakage of ozone-depleting CFCs and HCFCs.
- Convert existing equipment to utilize low-Ozone Depleting Potential (ODP) or zero-ODP chemicals. This generally requires replacement of existing equipment parts and/or change of lubricating oil. When purchasing new equipment, choose those that use zero-ODP chemicals.
- When making landscaping decisions, choose native plants that require less water, pesticides, fertilizers and herbicides.
- Use compost or other organic substitutes for chemical fertilizer.
- If possible, use fish, iguanas or other animals to control insects, in place of dangerous pesticides and other chemicals.



WHERE CAN I GET MORE INFORMATION?

- Benchmark Hotel program. <http://www.benchmarkhotel.com>
- *Environmental Action Pack for Hotels*. International Hotel & Restaurant Association, International Hotels Environment Initiative, United Nations Environment Programme, Industry and Environment, 1995. Available at: <http://www.ihei.org> and <http://www.uneptie.org>
- *Green Hotelier* magazine. International Hotels Environment Initiative. Available at: <http://www.ihei.org>
- *How the Hotel and Tourism Industry can Protect the Ozone Layer. 1998. United Nations Environment Programme*. Available at: <http://www.uneptie.org>

For more information on this and other issues, see Sources of Further Information on pages 22-24.

GOOD PRACTICE IN ACTION

*The **Hotel Vancouver** in British Columbia, Canada, replaced chlorine with a baking soda and salt solution in its swimming pools, reducing pollutants and saving nearly US\$1,500 per year.*

***Jasper Park Lodge**, in Alberta, Canada, fertilizes its golf course with composted elk manure.*

***The Green Hotel** in Mysore, India, stocks mosquito-eating fish in its ponds.*



PURCHASING

WHAT IS THE ISSUE?

Hotels purchase vast quantities of products, including cleaning and laundry supplies, food and beverages, equipment, vehicles, office supplies, furniture, bedding and toiletries for guest bathrooms. These products can have negative environmental impacts through their manufacture, distribution, use and disposal. Products can also have negative social impacts if they are produced using unfair labor practices. By working with suppliers and service contractors, hotels and hotel associations are in a position to promote environmental and social improvements in manufacturing and production. Product purchasing decisions also impact the levels of waste produced by a hotel, as well as the potential for local air, water or soil pollution generated through the use or disposal of these products.

WHY SHOULD I CARE?

- Purchasing materials with a minimal environmental impact from manufacturing, use and disposal can maintain the quality of tourism resources by reducing the potential for air, water and soil pollution.
- Buying products made with less packaging or materials can lower waste disposal costs.
- Purchasing environmentally and socially benign products can enhance reputation among guests and others who are concerned about wasteful or harmful product use.
- Buying local, sustainable products can reduce waste and improve relationships with local communities by increasing tourism-generated income in the wider community.

WHAT CAN I DO?

- When possible, purchase products that are certified for their environmental quality. Looking for products with reliable third-party environmental labels, such as Green Seal, the EU Flower or Nordic Swan, will allow you to take advantage of external expertise when making purchasing decisions.
- When possible, buy fair trade products.
- Take an active role in influencing and working with suppliers. Environmentally friendly products cannot always be identified with eco-labels. Working with suppliers will also help you to identify environmental issues and the best available products.
- Where possible, require suppliers to have and adhere to an environmental policy and fair labor practices.
- Ensure that on-site vendors use environmentally and socially sound practices.
- Provide guests with information on locally produced alternatives to imported goods, such as bottled water, as well as a list of local products and services to avoid, such as souvenirs made from endangered species.
- Buy paper products that have a high post-consumer recycled content and are not chlorine bleached.
- When feasible, buy products for which a recycling market already exists.
- Buy products in bulk and with less packaging, to reduce packaging, storage, transport and disposal costs.
- Buy local products and materials that require less transport, packaging and storage and may enhance community relationships and goodwill.

WHERE CAN I GET MORE INFORMATION?

- Benchmark Hotel program. <http://www.benchmarkhotel.com>
- *Environmental Action Pack for Hotels*. International Hotel & Restaurant Association, International Hotels Environment Initiative, United Nations Environment Programme, Industry and Environment, 1995.
Available at: <http://www.ihei.org> and <http://www.uneptie.org>
- *Green Hotelier* magazine. International Hotels Environment Initiative.
Available at: <http://www.ihei.org>

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CONTRIBUTION TO BIODIVERSITY AND NATURE CONSERVATION

WHAT IS THE ISSUE?

Tourism development can have significant environmental impacts on both inland and coastal areas. The previous sections of this handbook have addressed some of the ways that hotels can take action to minimize and/or prevent those impacts. Beyond simply reducing negative impacts, hotels can also seek opportunities to benefit biodiversity and nature conservation by contributing to improving the state of the environment at a local, regional or national level. Such action can be particularly important in countries where capacity and resources for environmental conservation are limited.

WHY SHOULD I CARE?

- In many places, the natural environment is the basis of a holiday. Contributions to conservation can help to preserve natural tourism resources.
- Support for conservation can minimize the risks of future environmental problems and preserve destination quality.
- Contributions to conservation can enhance reputation among guests and others who are concerned about global and local biodiversity loss and environmental damage.
- Promoting responsible ways to enjoy the environmental resources in a destination will improve the guest experience.
- Supporting conservation efforts can generate positive publicity and improve reputation and relationships with local people and organizations.
- Winning environmental awards for successful conservation programs can lead to positive publicity.

WHAT CAN I DO?

- Work with government officials and other local groups to evaluate the local situation and identify the best strategies for benefiting conservation.
- Partner with local or national groups to promote conservation.
- Make financial contributions to local conservation efforts.
- Sponsor environmental education in surrounding communities.
- Provide in-kind support to biodiversity management.
- When possible, set aside land as a private reserve.
- Encourage staff to become involved in volunteer projects such as beach clean-ups.
- Educate guests as to how they can make a positive contribution to local biodiversity conservation efforts.



WHERE CAN I GET MORE INFORMATION?

- Benchmark Hotel program. <http://www.benchmarkhotel.com>
- The Center for Environmental Leadership in Business. <http://www.celb.org>
- United Nations Environment Programme – Division of Technology, Industry and Economics. <http://www.uneptie.org>

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GOOD PRACTICE IN ACTION

*The **Grecootel Rethymon Beach Hotel** in Crete works closely with Archelon, the Sea Turtle Protection Society of Greece.*

*For each booking on “Discover Jamaica Naturally” programs, the **Hotel Mocking Bird Hill** in Jamaica donates “per guest” sponsorships to a local conservation project.*

***Costa Rica Expeditions** provides free transport to researchers and National Park Service employees and their equipment.*

*The Environmental Program at the **Phuket Yacht Club** in Thailand has sponsored environmental education classes for children and developed an environmental curriculum for local primary schools.*

*The **Lapa Rios** resort in Costa Rica maintains a 405-hectare (1,000-acre) private reserve as a buffer at the edge of the 40,500-hectare (100,000-acre) Corcovado National Park. The resort is surrounded by nature and offers a range of outdoor activities that depend on access to pristine natural areas.*

*The **Vilamoura** resort, in the Algarve, Portugal, has produced an environmental guidance leaflet for boat users.*

*The **Holiday Inn Crowne Plaza** in Jakarta, Indonesia, offers guests the option of adding \$2 to their bill, to support local orangutan conservation efforts.*



CONTRIBUTION TO COMMUNITY DEVELOPMENT

WHAT IS THE ISSUE?

Tourism development can have significant impacts on local communities. Environmental damage from development may degrade or restrict access to resources, such as farmland, water or forests, upon which local people depend. In some cases, people may be displaced by hotels or other guest infrastructure. Local people who initially welcomed tourism as a source of employment, wealth, resources and infrastructure may find that development fails to provide them with the benefits they envisioned. Although hotels do generate jobs in many service and support sectors, these jobs often do not go to the local people who are most impacted by tourism development, particularly those who lack skills or start-up capital. Much of the revenue from tourism may never make it to local communities because of foreign ownership of hotels or use of imported goods. Finally, insensitivity to local cultures, traditions and practices on the part of guests or hotel staff may lead to conflict and anti-tourist feelings among local communities.

WHY SHOULD I CARE?

- Contributions to community development can help to improve relations with local communities and minimize the risk of future conflicts.
- Supporting community development can generate positive publicity and improve reputation.
- Contributions to community development can enhance approval from guests and others who are concerned about local community welfare.
- Providing benefits to local people can support conservation goals by offering alternative, relatively non-destructive sources of livelihood.
- Improving economic linkages with local communities and businesses supports the sustainability of tourism destinations.

WHAT CAN I DO?

- Help to develop and actively support locally run tourism-related businesses.
- Buy locally produced goods and services. Buy from medium, small and micro-enterprises, as well as entrepreneurs from ethnic minorities and indigenous groups.
- Employ local people.
- Develop training programs covering both basic skills and those necessary for promotion, so that local people can be phased into management positions over time.
- Provide language classes for local workers who do not speak the dominant language of the guests.
- Encourage employees to volunteer in local communities and to follow environmental practices at home.
- Provide information to guests on the area's cultural and religious characteristics and offer tips on how they can ensure that their own behavior respects these characteristics. Encourage guests to purchase locally produced products and support local service providers.
- Work with local partners to support projects that increase community well-being.
- Provide support for local schools.
- Support local communities with old or unused products.



WHERE CAN I GET MORE INFORMATION?

- Benchmark Hotel program. <http://www.benchmarkhotel.com>
- Corporate Social Responsibility Forum. <http://www.csrforum.com>
- *Green Hotelier* magazine. International Hotels Environment Initiative. Available at: <http://www.ihei.org>
- Tourism Concern. <http://www.tourismconcern.org.uk/>

For more information on this and other issues, see Sources of Further Information on pages 22-24.

GOOD PRACTICE IN ACTION

Accor Hotels in Indonesia has developed "A Tree for A Child", a program that is aimed at supporting education and health of local children through funds raised from Accor and through the planting of trees.

The Punta Cana Resort and Club, in the Dominican Republic, has organized a cooperative for local women to enable them to market their handicrafts at nearby hotels.

The success of the internal environmental strategy at the Iberhotel Sarigerme Park in Turkey, a five-time winner of the TUI Environmental Champion award, has led staff to follow similar practices in the local villages where they live, resulting in both cost savings for local people and conservation benefits.

The Yachana Lodge, in Ecuador, donates money to a local foundation that works on a variety of development projects, including a regional education center, a bee keeping project for women, a local health clinic and a demonstration farm.

Exploraciones Amazonicas, which operates four lodges in the Peruvian Amazon, supports efforts by a Peruvian non-governmental organization to provide school supplies for students and teachers.

In London, the Mayfair Inter-Continental hotel donates old curtains, carpets, bedspreads and half-used bottles of shampoos and soap to a local homeless shelter.



SOCIAL ISSUES IN THE WORKPLACE

WHAT IS THE ISSUE?

The tourism industry provides employment for 230 million people – about ten percent of the world’s formal labor force. There is a growing movement to ensure that tourism develops ethically and respects human rights. The 1948 United Nations Universal Declaration of Human Rights states that all human beings have certain basic universal human rights. These rights include the right to life, liberty and security of person, freedom from torture and slavery, protection under the law, freedom of thought, religion and travel, and the right to work, form trade unions and have an adequate standard of living and well-being. The U.N. Declaration calls upon “every individual and every organ of society” to promote and respect human rights; as parts of society, hotels and other tourism businesses all have a role to play in achieving this goal. Most of the focus on human rights in the tourism industry has revolved around labor laws and poor working conditions (such as long hours, low pay, lack of job stability and limited career prospects), as well as the use of child labor or forced labor, child sexual exploitation and gender issues. Also included are non-discrimination issues, poverty issues, environmental and indigenous issues, including land rights, protection of human dignity and freedom of association and the rights to collective bargaining.

WHY SHOULD I CARE?

- Respecting employees’ human rights can ensure that operations comply with relevant laws and avoid fines and lawsuits.
- Ensuring that employees are treated well and are fairly compensated can minimize the risk of antagonism and anti-tourist feelings and help promote a welcoming and supportive attitude toward guests.
- Fair treatment of employees and local communities can bolster staff morale and enable a business to become an employer of choice.
- Promoting equal rights among all employees can minimize friction between local and foreign employees and management and support staff.
- Ensuring that dialogue and negotiations are conducted with freely elected workers’ representatives can guarantee authentic consultations on management decisions affecting staff and their acceptance by staff, as well as a constructive long-term attitude of employees toward the goals of the hotel.
- Respecting the rights of employees and neighboring communities can help safeguard the reputation of the business.
- Respecting the rights of indigenous communities can mitigate against adverse attention from non-governmental organizations or the media.

WHAT CAN I DO?

- Undertake a study into the potential human rights impacts of your business on employees, local communities and other stakeholders.
- Provide a fair living wage and benefits to all employees.
- Sign formal contracts with all employees.
- Adopt a formal position/policy on human rights that commits the business to upholding fundamental human rights.
- Establish policies and guidelines to protect employees’ health and safety in the workplace.



WHERE CAN I GET MORE INFORMATION?

- Corporate Social Responsibility Forum. <http://www.csrforum.com>
- ECPAT International. <http://www.ecpat.net>
- International Labour Organization. <http://www.ilo.org>
- Tourism Concern. <http://www.tourismconcern.org.uk/>

For more information on this and other issues, see Sources of Further Information on pages 22-24.

WHAT CAN I DO? (continued)

- Ensure that working hours, rest periods and remuneration comply with local legislation and practices, as well as with collective agreements where they exist.
- Train destination nationals for management positions and support career/personal development and employability across all employment categories.
- Ensure equal opportunities for employees of different genders, cultures, ethnicities and ages.
- Encourage women and ethnic minorities to pursue careers.
- Recognize and respect the rights of indigenous people and other vulnerable groups.
- Provide communication systems to inform workers of their rights, in local languages and orally if illiteracy is common.
- Develop systems that allow for confidential and safe reporting of and follow-up on grievances.
- Have a fair and legal child employment policy.
- Sign on to and implement the ECPAT Code of Conduct for the Protection of Children from Commercial Sexual Exploitation in Travel and Tourism (www.thecode.org).
- Ensure that security services or personnel do not violate the human rights of employees or local people and are trained in relevant human rights standards.
- Respect freely elected workers' representatives and provide them with relevant information.
- Require all suppliers and sub-contractors to comply with company policies and guidelines on human rights, labor practices and occupational health and safety.



ENVIRONMENTAL MANAGEMENT SYSTEMS

WHAT IS THE ISSUE?

The most effective way to implement the recommendations in this handbook, and other environmental and social practices, is by developing a broad environmental management system (EMS) that guides operating decisions. By providing a systematic method for integrating environmental and social considerations into business operations, an EMS can help a business evaluate, manage and reduce its impacts. Although the traditional name for such a scheme is an environmental management system, it can be used to guide both environmental and social activities. The key to a successful and effective EMS is ensuring the full support, contribution and participation of all people who are involved, including employees, guests, business partners and local communities. Staff commitment and participation should come from all parts of the organization, not just top management. Guest education is also an important part of an effective EMS, as many of its components, such as turning off lights and other electrical appliances, using less water or avoiding unsustainable local products, will require active guest support.

WHY SHOULD I CARE?

- An EMS can allow a hotel or company to avoid duplication of effort by integrating environmental and social practice into operations in a systematic way.
- Organizing environmental and social activities under an EMS can allow more efficient use of a company's resources.
- An EMS allows a company to monitor and assess its successes and failures related to environmental and social issues, identify problems and improve its performance based upon this information.
- Having a single, public EMS can facilitate the buy-in of staff, guests, business partners and local communities.

WHAT CAN I DO?

- Appoint a task force that includes staff from all departments and levels to design, implement and evaluate the EMS.
- Conduct a thorough review of current practices at the hotel, identifying opportunities for improvement and setting priorities for action. This review should include energy use, water use, waste management, chemical use, product purchasing, community relations and potential impacts on the local environment.
- Work with your staff and other relevant parties to develop and publish an environmental and social mission statement, standards, goals and action plan.
- Designate a specific staff member or group to have responsibility for each component of your action plan and then report back to the task force. Provide these individuals with clear instructions on how to accomplish each goal.
- Educate staff about goals and activities, through orientations, briefings, memos, incentive programs, performance reviews and other methods.
- Communicate goals and activities to guests and advise them on how they can reduce their environmental impact and support local conservation and community development projects.
- Regularly assess if goals have been met and evaluate successes and failures.
- Use information collected during regular assessments to review your policy, goals and action plan, to determine what changes need to be made.
- Provide regular feedback to staff, guests and the local community on achievements and acknowledge outstanding individual performance.

WHERE CAN I GET MORE INFORMATION?

- *Environmental Management Systems for Hotels and Resorts: A Guide for Environmentally Responsible Hotels.* Caribbean Alliance for Sustainable Tourism. Available at: <http://www.cha-cast.com>
- PA Consulting Group. <http://www.paconsulting.com>
- *The Green Partnership Guide: A Practical Guide to Greening Your Hotel.* 2001. Canada: Fairmont Hotels and Resorts.
- *Sowing the Seeds of Change: An Environmental Teaching Pack for the Hospitality Industry.* 2001. United Nations Environment Programme, International Hotel and Restaurant Association and the International Association of Hotel Schools. Available at <http://www.uneptie.org>

For more information on this and other issues, see Sources of Further Information on pages 22-24.

GOOD PRACTICE IN ACTION

Canadian Pacific Hotels and Resorts have developed the Green Partnership Guide for employees, which includes company-wide goals on waste management, energy use, product purchasing and water conservation.

Ramada International Hotels & Resorts has offered cash incentives to employees who come up with the best environmental ideas, presented awards to individual staff members, departments and hotels, and recognized staff members' ideas in the company newsletter.

*Each year, **Grecotel**, the largest hotel chain in Greece, hires a third party to analyze its performance against preset targets and ensure that targets are being met.*

SOURCES OF FURTHER INFORMATION

THE INTERNATIONAL HOTELS ENVIRONMENT INITIATIVE. <http://www.ihei.org>

A program of the Prince of Wales International Business Leaders Forum developed to keep hotels informed about global environmental trends and promote the benefits of environmental management as an integral part of running a successful, efficient hotel business. The following resources are available from IHEI:

- **Benchmark Hotel program.** <http://www.benchmarkhotel.com>

The Hotel Benchmarking Tool is designed to help hotels improve their environmental performance and save money in the areas of energy management, fresh water consumption, waste minimization, wastewater quality, purchasing programs, community relations and biodiversity.

- The following resources are available at <http://www.ihei.org>

- *Environmental Action Pack for Hotels.* 1995.
- *Green Hotelier* magazine. Also available at: <http://www.greenhotelier.com>
- *Environmental Management for Hotels – an industry guide to best practice manual.* 1996.

THE CARIBBEAN ALLIANCE FOR SUSTAINABLE TOURISM. <http://www.cha-cast.com>

A non-profit organization dedicated to promoting the sustainable development of the Caribbean region by catalyzing the tourism and business communities and working with multi-sectoral partners to ensure social and environmental responsibility in the tourism sector.

- The following resources are available at <http://www.cha-cast.com>

- *Best Practice Case Studies.*
- *Case Studies: Water, Energy and Solid Waste Management in the Hotel Industry.*
- *Environmental Management Systems for Hotels and Resorts: A Guide for Environmentally Responsible Hotels.*
- *Environmental Technologies in Caribbean Hotels: Buying Specifications and Lessons of Experience.*
- *Environmental Toolkit for Caribbean Hoteliers.*
- *Waste Audit Manual for Caribbean Hotels and Resorts: A Guide to a Greener Environmentally Sound Property.*

THE UNITED NATIONS ENVIRONMENT PROGRAMME – DIVISION OF TECHNOLOGY, INDUSTRY AND ECONOMICS. <http://www.uneptie.org/tourism>

A division of UNEP that works with governments, local authorities and industries (including tourism) to promote policies and practices that are cleaner and safer, make efficient use of natural resources, ensure adequate management of chemicals, incorporate environmental costs, and reduce pollution and risks to humans and the environment.

- The following resources are available at <http://www.uneptie.org>

- *A Manual for Waste Management: What the Tourism Industry Can Do to Improve its Performance.* 2003.
- *Ecolabels in the Tourism Industry.* 1998.
- *Environmental Good Practice in Hotels: Case Studies.* 1996.
- *How the Hotel and Tourism Industry can Protect the Ozone Layer.* 1998.
- *Renewable Energies for the Tourism Industry.* 2003.
- *Sowing the Seeds of Change: An Environmental Teaching Pack for the Hospitality Industry.* 2001. (Co-authored by The International Hotel & Restaurant Association and The International Association of Hotelschool Directors.)
- *Sustainable Tourism in Protected Areas: Guidelines for Planning and Management.* 2002.
- *Ecotourism: Principles, Practices and Policies for Sustainability.* 2002.
- *Environmental Action Pack for Hotels.* 1995.

SOURCES OF FURTHER INFORMATION

OTHER PUBLICATIONS

- *An Integrated Approach to Resort Development*. 1992. World Tourism Organization. Available at: <http://www.world-tourism.org>
- *Being Green Keeps You Out of the Red*. 1998. Woolloomooloo, New South Wales: Tourism Council Australia and CRC Tourism.
- *Best Practice Ecotourism: A Guide to Energy and Waste Minimisation*. 1997. Canberra: Australian Office of National Tourism.
- *Greening Your Property: A Green Seal Guide*. 1996. Washington, DC: Green Seal.
- *The Green Partnership Guide: A Practical Guide to Greening Your Hotel*. 2001. Canada: Fairmont Hotels and Resorts.
- *Sustainable Development of Tourism: A Compilation of Good Practices*. 2000. World Tourism Organization. Available at: <http://www.world-tourism.org>
- *The Green Host Effect: An Integrated Approach to Sustainable Tourism and Resort Development*. 1999. Conservation International. Available at: <http://www.celb.org>
- *Voluntary Initiatives for Sustainable Tourism: Worldwide Inventory of Comparative Analysis of 104 Eco-labels, Awards and Self-Commitments*. 2002. World Tourism Organization, Available at: <http://www.world-tourism.org>
- *What Tourism Managers Need to Know: A Practical Guide to the Development and Use of Indicators of Sustainable Tourism*. 1997. World Tourism Organization. Available at: <http://www.world-tourism.org>

OTHER ORGANIZATIONS

- *Conservation International*. <http://www.conservation.org>
An international non-governmental organization dedicated to conserving biodiversity and demonstrating that human societies can live in harmony with nature.
- *Corporate Social Responsibility Forum*. <http://www.csrforum.com>
An initiative of the Prince of Wales International Business Leaders Forum to promote international leadership in responsible business.
- *EcoLogical Solutions, Inc.* ecosolv@aol.com
An environmental management consulting firm that specializes in the hotel and tourism industry.
- *ECPAT International*. <http://www.ecpat.net>
A network of organizations and individuals working together for the elimination of child prostitution, child pornography and trafficking of children for sexual purposes.
- *European Ecolabel*. <http://europa.eu.int/comm/environment/ecolabel/>
The European Union eco-labeling scheme for products.

SOURCES OF FURTHER INFORMATION

OTHER ORGANIZATIONS (continued)

- *International Hotel and Restaurant Association.* <http://www.ih-ra.com>
A global network of more than 750,000 hotels, restaurants, chains, national associations, hospitality suppliers and educational centers in the hotel and restaurant industry.
- *International Labour Organization.* <http://www.ilo.org>
A United Nations agency that formulates international labor standards and seeks the promotion of social justice and internationally recognized human and labor rights.
- *PA Consulting Group.* <http://www.paconsulting.com>
An organization providing innovative consulting services to governments and the tourism industry.
- *The Secretariat of the Code of Conduct against CSEC.* <http://www.thecode.org>
A code of conduct for the protection of children from sexual exploitation in travel and tourism, to be adopted by suppliers of tourism services.
- *Tourism Concern.* <http://www.tourismconcern.org.uk/>
A membership organization that campaigns for ethical and fairly traded tourism.
- *TwinShare: Tourism Accommodation and the Environment.* <http://twinshare.crctourism.com.au/>
A resource directory developed by the Australian Office of National Tourism to provide information on developing low environmental impact tourism. Includes discussions of issues related to energy, waste, water, building materials, management and approval processes, as well as case studies of sustainable tourism.
- *United Nations Scientific, Educational and Cultural Organization.* <http://www.unesco.org>
The main objective of UNESCO is to contribute to peace and security in the world by promoting collaboration among nations through education, science, culture and communication. UNESCO seeks to further universal respect for justice, for the rule of law and for the human rights and fundamental freedoms which are affirmed for the peoples of the world, without distinction of race, sex, language or religion, by the Charter of the United Nations.
- *World Tourism Organization.* <http://www.world-tourism.org>
An intergovernmental organization that serves as a global forum for tourism policy issues and a practical source of tourism expertise and statistics. The WTO promotes responsible, sustainable and universally accessible tourism. WTO has also established “The Global Code of Ethics for Tourism”(1999), subsequently endorsed by the United Nations General Assembly in 2001. http://www.world-tourism.org/frameset/frame_project_ethics.html
- *World Travel and Tourism Council/ECoNETT.* <http://www.wttc.org>
A forum for global business leaders to raise awareness of the economic impact of the travel and tourism industry and promote a framework for sustainable tourism development.

PHOTOGRAPHY: Page 2 Solar panels, UNEP; Page 8 Recycling bins, UNEP; Page 16 Boy in glasses, Conservation International; Page 18 Woman with Sheet, My Travel; Page 19 Man with Clippers, My Travel; Woman with linens, My Travel; Page 20 Pool, Hotel Tigaiga

GRAPHIC DESIGN: MARTI BETZ DESIGN/ILLUSTRATION

THIS HANDBOOK IS A JOINT INITIATIVE OF:

THE CENTER FOR ENVIRONMENTAL LEADERSHIP IN BUSINESS

The Center for Environmental Leadership in Business provides a new forum for collaboration between the private sector and the environmental community. Created in a partnership between Conservation International (CI) and Ford Motor Company, the Center operates as a division of CI and is governed by a distinct executive board of leaders from the business and environmental communities. The Center engages the private sector worldwide in creating solutions to critical global environmental problems in which industry plays a defining role. The Center's Travel & Leisure program works with leading tourism companies to integrate conservation principles into their day-to-day operations and to influence the planning and management of key tourist destinations.



CONSERVATION
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THE TOUR OPERATORS' INITIATIVE FOR SUSTAINABLE TOURISM DEVELOPMENT

The Tour Operators' Initiative for Sustainable Tourism Development (TOI) is a network of 25 tour operators that have committed to incorporate sustainability principles into their business operations and work together to promote and disseminate practices compatible with sustainable development. The Initiative was developed with the support of the United Nations Environment Programme (UNEP), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the World Tourism Organization (WTO/OMT). The Center for Environmental Leadership in Business is an active partner of the TOI, providing technical and financial assistance.

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

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

The TOI is coordinated by a Secretariat, hosted by UNEP, which ensures the implementation of the program of activities and continuous support to the members.

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