SUSTAINABILITY GOOD PRACTICES GUIDE FOR TOURISM ENTERTAINMENT

/ INDEX

/ 1. INTRODUCTION

The vision set out in the 2027 Tourism Strategy (ET27) aims to position Portugal as one of the most competitive and sustainable destinations in the world, in a strong commitment to the role that the tourism sector can and should play in achieving the Sustainable Development Goals defined by the United Nations.

In this context, ET27 is based on the affirmation of "Tourism as a hub for economic, social and environmental development throughout the territory, positioning Portugal as one of the most competitive and sustainable tourist destinations in the world" through eight strategic objectives of economic, social and environmental sustainability:

1. Increase tourism demand in the country and in the various regions

2. Grow at a faster rate in revenue than in overnight stays

3. Extend tourist activity to the entire year

4. Increase the qualifications of the population employed in tourism

5. Ensure that tourist activity has a positive impact on resident populations

6. Increase energy efficiency levels in Tourism companies

7. Promote the rational management of water resources in Tourism

8. Promote efficient waste management in national tourist activity

Thus, bearing in mind the urgent challenges of sustainability, Turismo de Portugal, I.P., has brought together in the Turismo +Sustentável (More Sustainable Tourism) 20-23 Plan a set of 119 initiatives and projects aimed at strengthening the sustainable performance of the sector, which aims to contribute to stimulating the circular economy in tourism, fostering the transition to an economic model based on prevention, reduction, reuse, recovery and recycling of materials, water and energy, thus strengthening the Agenda for

Circular Economy in the Tourism Sector and placing the tourism ecosystem in the lead of the climate transition, towards a new green and inclusive economy.

The Turismo +Sustentável (More Sustainable Tourism) 20-23 Plan, aims to strengthen the sustainable performance of the sector, particularly within the scope of circular economy and climate change.

This Guide – one of the actions included in the Turismo +Sustentável (More Sustainable Tourism) 20-23 Plan – aims to list a set of good practices or alternative management practices that improve environmental, economic and social sustainability associated with the development of tourism entertainment activities, whether they take place in the field of natural heritage or in the field of cultural heritage, in order to improve the quality of the experience of tourists and visitors, without neglecting the welfare of the local community that welcomes them and minimising the impacts on this heritage.

The aim is to make companies aware of the contribution they can make to Sustainable Development, within the scope of their activities, challenging them to continuously improve their processes in order to achieve better performance levels.

The recommendations of this Guide are voluntary, not exempting the compliance with the legislation applicable to the activities that are organised, and are based on the incentive to the implementation of the Sustainable Development Goals (SDGs), by the tourism entertainment companies.

/ 2. ENVIRONMENTAL MANAGEMENT

/ 2.1 ENERGY EFFICIENCY AND CARBON NEUTRALITY

Image 1 — Lisbon, Portugal

The 2050 Roadmap for Carbon Neutrality, approved by the Resolution of the Council of Ministers no. 107/2019, of 1 July, sets out the trajectory for Portugal to achieve carbon neutrality in 2050 and implies the reduction of greenhouse gas emissions (GHG) between 45% and 55% by 2030 and between 85% and 90% by 2050 – in relation to 2005 – and the compensation of the remaining emissions.

According to the 2030 National Energy and Climate Plan (PNEC 2030), approved by the Resolution of the Council of Ministers no. 53/2020, of 10 July, the goal to reduce GHG emissions in the services sector will be 70% by 2023 (in reference to the emissions recorded in 2005).

Considering the most recent 2019 update of the National Emissions Inventory, GHG emissions in 2017, without accounting for land use change and forestry (LULUCF) emissions, are estimated at around 70.7 million tonnes of CO_{2eq}.

In 2020, GHG emissions (scope 1 and 2) in the Tourism sector (does not include aviation) in Portugal correspond to 524 thousand tons of CO_{2eq}.
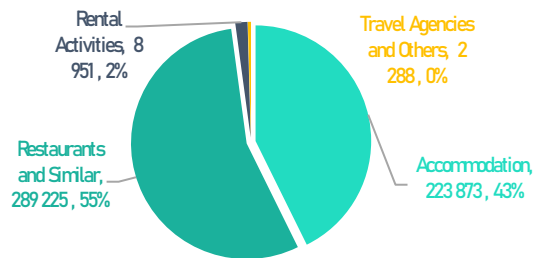

Figure 1 — GHG Emissions in Tourism (t CO_{2eq} | %)

In July 2021, the European Union decided, as part of the "Fit for 55%" package of measures, to increase its climate ambition and committed to reducing emissions by at least 55% by 2030, compared to 1990.

In 2022, Turismo de Portugal became a signatory to the Glasgow Declaration for Climate Action, a process led by the World Tourism Organisation which establishes as its main objective for its signatories the halving of GHG emissions by 2030 and, in the long term, zero emissions before 2050.

Regarding Tourism policy and within the scope of the 2027 Tourism Strategy, one of the objectives is to "increase the energy efficiency levels in tourism companies", establishing for target 6. Energy: "Over 90% of tourism companies adopt measures for the efficient use of energy". In this sense, tourist operators should make every effort to be aligned with this target.

GOOD PRACTICES TO IMPLEMENT

For greater energy efficiency and emissions reduction, companies can implement a set of good practices, adapted to their specificities.

The environmental management component – energy efficiency and carbon neutrality – in tourism entertainment can be developed on two levels: within the physical premises of the company and/or in the context of outdoor activities.

Within the company's physical structure:

_Use environmentally friendly vehicles;

_Monitor the consumption of fuel (if applicable) and electricity and define a policy of consumption reduction and efficiency;

_Install electric vehicle charging points;

_Install bicycle parking points;

_Consider offering a monthly pass for employees travelling by public transport;

_Make bicycles available to employees for home-work trips;

_Promote car sharing among employees;

_Promote online meetings to reduce the use of transport;

_Use vehicles with low CO_2 emissions (electric/hybrid/hydrogen) in the company's fleet;

_Self-production or use of locally produced renewable energy;

_Purchase electricity from a green electricity supplier;

_Give preference to suppliers with environmental certifications;

_Carry out an energy audit;

_Apply the Energy Certificate within the scope of the Buildings Energy Certification System (SCE);

_Implement an energy management system;

_Implement a sustainable construction certification;

_ Install thermal insulation in offices / shops / counters;

_Install more efficient / insulating windows and frames;

_Use curtains or other forms of shading in summer to avoid using air conditioning;

_Promote natural ventilation through windows, doors and skylights, which can lead to energy savings of up to 25%;

_Use LED light bulbs;

_Put reminders and signage in the space about the reduction of energy consumption (e.g. turning off the lights when leaving a space at the end of the day, at lunchtime, etc.);

_Install more efficient and automatic devices and technologies in common areas of passage (e.g. place presence/movement sensors so that lights turn on and off automatically in halls, corridors, garages, etc.);

_Purchase equipment, including computers, with energy efficiency labelling;

_Opt for laptops as an alternative to desktops, and set them so that the screen turns off after 10 to 15 minutes of inactivity;

_Purchase ink-jet printers, as these consume less energy than laser printers;

_Measure carbon emissions generated by fuel and electricity consumption;

_Neutralisation / compensation of carbon emissions;

_ Develop actions to compensate carbon emissions.

Within the scope of the development of activities in the natural/cultural heritage:

_Provide information to customers, on the website or by email, about the most sustainable transport to reach the destination and travel at the destination (e.g. information about flights to Portugal with the possibility of offsetting, trains, Rent-a-Car electric vehicles, electric scooters, etc.);

_Promote, in briefings, whenever possible, energy efficiency measures adopted by the company and alert customers to more sustainable consumption patterns;

_Use vehicles with lower carbon emissions for customer transport;

_Choose partner tourist resorts with energy efficiency policies / good energy performance;

_Choose local and seasonal food products;

_Monitor the consumption of fuel (if applicable) and electricity used in the development of activities/programmes with customers and define a policy of consumption reduction and efficiency;

_Measure the carbon emissions generated by fuel and electricity consumption in activities / programmes with customers;

_Neutralise / offset the carbon emissions generated in the activities / programmes with customers;

_Provide information on local heritage and partners.

/ 2.2 WATER EFFICIENCY

Image 2 — Castelo de Paiva, Portugal

The Water Act transposes the Water Framework Directive into national law and aims, among other objectives, to promote the sustainable use of water, based on the protection and good state of available water resources.

According to the last State of the Environment Report, the underground water bodies south of the Tagus have the lowest storage values in the country (on average the percentile is less than 20%) and surface water reserves (in reservoirs) are sometimes below average, but with the rainfall that occurs, levels recover, and the western Algarve is the most critical area in terms of surface water availability.

Regarding Tourism policy and within the scope of the 2027 Tourism Strategy, one of the objectives is to "Promote a rational management of the Water resources", establishing for target 7. Water: "Over 90% of tourism companies promote the efficient use of water in their operations". In this sense, tourist operators should make every effort to be aligned with this target.

To ensure the availability of water with quality and quantity, it is necessary that companies plan and manage their uses, adopting water efficiency measures, especially in regions under intense water stress.

GOOD PRACTICES TO IMPLEMENT

For a greater water efficiency, companies can implement a set of good practices, adapted to their specificities.

The environmental management component in tourism entertainment can be developed on two levels: within the physical premises of the company and/or in the scope of outdoor activities.

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Within the company's physical structure:

_Guarantee the proper maintenance of equipment, devices and facilities to prevent water leaks and ensure their proper functioning;

-Systematically record and regularly analyse water consumption data;

_Carry out audits on a regular basis, using, whenever applicable, the AQUA+ national reference of water efficiency classification;

_Produce and publish informative content on the website about the environmental policy and measures implemented to reduce water consumption;

_All toilet cisterns should have dual flush, with the full flush volume equal to or less than 6 litres per flush and the reduced flush volume equal to or less than 3.5 litres per flush;

_Equip urinals and taps with infrared sensors or other water-saving systems (timer or pressure / pedal devices);

_The flow rate of basin taps should not exceed 4 litres per minute and the flow rate of kitchen taps should not exceed 6 litres per minute;

_Urinals should have a maximum volume of 1 litre per flush;

_Assess the need to replace traditional toilets with vacuum toilets in areas under intense water stress;

_Use products with ecological labels /environmental certifications (e.g. paper, cleaning products, computer equipment, etc.);

_Give preference to tap water as an alternative to bottled water (e.g. jugs of water in meeting rooms and offices);

_Turn off the water during periods when the buildings are not occupied (if applicable);

_Raise awareness among employees but also customers about the importance of saving water.

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In green spaces:

_Install an efficient (irrigation method suitable for the type of existing plants and preferably with "drip irrigation") and smart irrigation system (automation, management and control including weather station and humidity sensors);

-_Reduce, to the minimum possible, all watering of green spaces;

_Reduce the lawn areas by replacing them with autochthonous species or others adapted to the local soil and climate conditions and with a greater capacity for carbon capture;

_Promote night-time watering, reducing losses through evaporation;

_In summer, avoid cutting the grass close to the ground so that the soil remains moist for longer;

_Promote periodic maintenance of the irrigation system, including cleaning and replacing clogged or damaged irrigators (e.g., drippers, sprinklers);

_Promote operation of the system at the proper pressure, installing, if necessary, a pressure reducing valve to prevent excessive fragmentation of water droplets;

_Install a filter at the beginning of the system to remove suspended particles in the water that cause clogging of the irrigators;

_Adjust the number of irrigators and the running time of the system to the type of soil, type of climate, number, type and stage of growth of the plants;

_Install water meters, particularly in areas of greater water consumption, and record them weekly, ideally automatically;

_Apply a dispersion nozzle for watering with a hose;

_Promote the collection of rainwater or other secondary uses (of secondary quality, such as grey water or water from cleaning operations).

Within the scope of the development of activities in the natural/cultural heritage:

_Promote, with the customers, the use of their own reusable bottles;

_If customers are transported by bus or van, a large 20-litre jug can be carried from which customers can refill their own bottles. A big advantage of these jugs is that they can usually be returned to the supplier to be washed and refilled again, creating a circular economy solution. To keep the water cool, cover the bottle with an isothermal cover;

_Start the visits and plan the itineraries with drinking water supply points nearby (e.g. public water fountains, cafés, restaurants, hotels or even markets);

_Offer or sell customers water bottles with built-in filters;

_Add the cost of the water refill to the cost of the guided tour and pay the suppliers directly as part of the contract;

_For overnight stay itineraries, arrange for reusable water bottles to be washed in a full dishwashing cycle overnight and returned to customers in the morning;

_If single-use bottles are to be used, give priority to those made from glass, stainless steel or from the highest percentage of recycled plastic.

Image 3 — Cumeeira Grande das Sete Cidades, Azores

/ 2.2 CIRCULAR ECONOMY, WASTE AND WASTEWATER MANAGEMENT

The circular economy is a production and consumption model based on the principle of "Reduction, Reuse, Recovery and Recycling" of products, materials and resources.

It reduces waste to a minimum, enabling better management of the planet's resources and the development of new, more economically viable and ecologically efficient products and services – when a product reaches the end of its life cycle, its materials are kept within the economy wherever possible, to last, to be repairable and to be reusable or at least recyclable.

The **linear economy**, combined with the increase in world population, has caused a growing demand for raw materials with a major impact on the environment (the extraction and use of these raw materials increase energy consumption and CO_2 emissions).

The **circular economy** is a reaction to the concept of linear economy, a turnaround from the wastefulness caused by the massive extraction of raw materials, the existing technological processes for their transformation, the accelerated consumption of the products thus obtained, and the resulting enormity of waste.
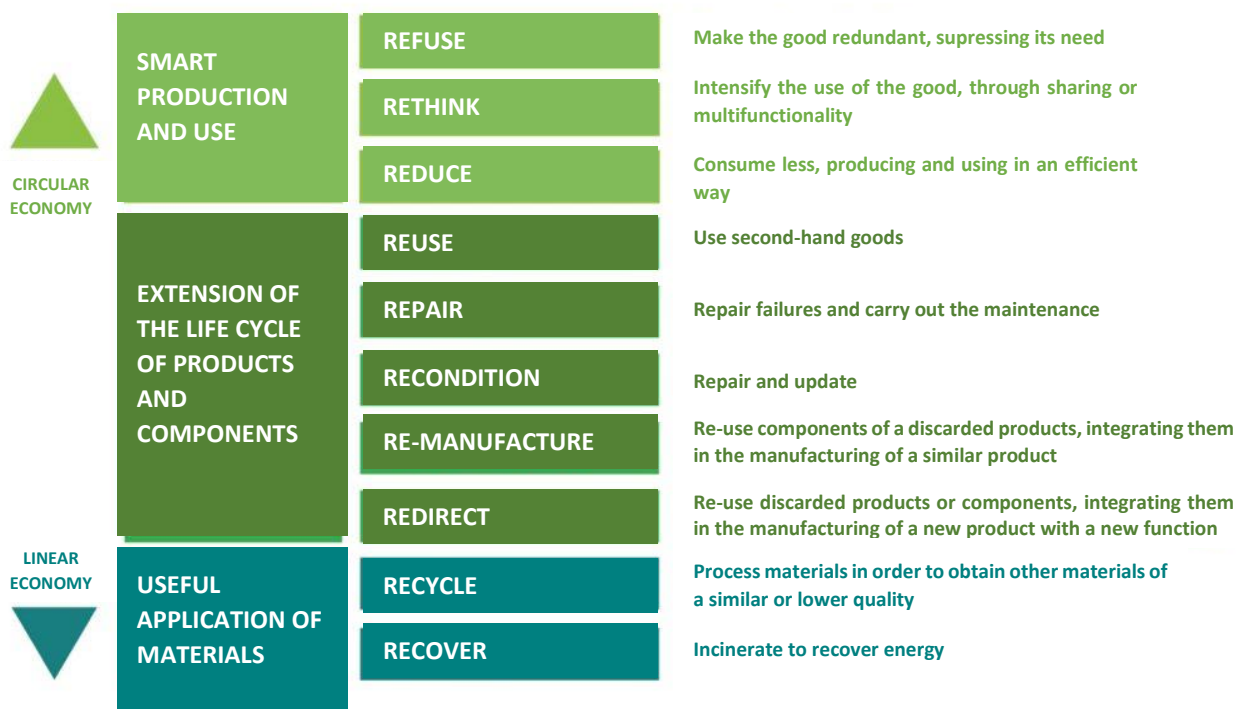
CIRCULAR ECONOMY	SMART PRODUCTION AND USE	**REFUSE** — Make the good redundant, supressing its need
		RETHINK — Intensify the use of the good, through sharing or multifunctionality
		REDUCE — Consume less, producing and using in an efficient way
	EXTENSION OF THE LIFE CYCLE OF PRODUCTS AND COMPONENTS	**REUSE** — Use second-hand goods
		REPAIR — Repair failures and carry out the maintenance
		RECONDITION — Repair and update
		RE-MANUFACTURE — Re-use components of a discarded products, integrating them in the manufacturing of a similar product
		REDIRECT — Re-use discarded products or components, integrating them in the manufacturing of a new product with a new function
LINEAR ECONOMY	USEFUL APPLICATION OF MATERIALS	**RECYCLE** — Process materials in order to obtain other materials of a similar or lower quality
		RECOVER — Incinerate to recover energy

Figure 2 — Circular and linear economy (https://circulareconomy.pt/sobre-economia-circular/#historia)

The current national framework for the circular economy is the Action Plan for the Circular Economy in Portugal, approved by the Resolution of the Council of Ministers No. 190-A/2017 of 23 November, which goal is to define a national strategy for the circular economy based on waste production and disposal and the concepts of reuse, repair, renovation and recycling of materials and energy.

Regarding Tourism policy and, within the scope of the 2027 Tourism Strategy, the objective related to waste management aims to "promote an efficient waste management in the national tourist activity", establishing for **target 8**. Waste: "More than 90% of companies develop efficient waste management actions". In this sense, tourist operators should make every effort to be aligned with this target.

In this context, tourism companies may adopt several good circular economy practices, namely within the scope of environmental management and specifically reuse, prevention of food waste and promotion of sustainable consumption.

GOOD PRACTICES TO IMPLEMENT

The environmental management component in tourism entertainment can be developed on two levels: within the physical premises of the company and/or in the scope of outdoor activities.

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Within the company's physical structure:

_Provide containers for differentiated waste disposal (paper, glass, packaging, batteries, organic waste, cork stoppers, coffee capsules, etc.);

_Avoid unnecessary printing and print or photocopy front and back, if necessary;

_Choose cleaning products with the "EU EcoLabel" or products made from plant-based ingredients, with low aquatic toxicity;

_Plan sustainable purchases, favouring the consumption of materials and products of local origin;

_Choose to make bulk purchases and, whenever possible, use rechargeable products;

_For the company's own clothes, choose compositions made with natural or recycled fibres;

_Choose to refill ink cartridges instead of buying new ones;

_Reuse as much equipment and/or products as possible;

_Choose suppliers with more sustainable deliveries (e.g. suppliers with electric fleets);

_Provide reusable cups and bottles to employees;

_Raise awareness and train employees in the correct management of waste;

_Create a code of conduct that identifies the company's values and its commitment to sustainability and publish this information on the company website and share it with suppliers.

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Within the scope of the development of activities in the natural/cultural heritage:

_In the case of providing meals/ picnics, menus should be created based on seasonal products and acquired from local suppliers, as well as offering vegetarian menus that have less environmental impact in their production;

_Avoid making single-use plastic items available to customers (e.g. water bottles, sauce bags, aromatised wipes);

_Offer/sell water bottles that are made from glass, stainless steel or from the highest percentage of recycled plastic;

_All plastic packaging used should be reusable, recyclable, biodegradable or compostable;

_Inform and raise awareness among guides and customers on the adoption of good practices.

Often when accessibility is mentioned, the first image that inevitably comes to mind is the wheelchair. First of all, it should be clarified that the need for accessibility is not limited only to people with disabilities, but to all citizens.

Accessibility must be seen as a characteristic of a space or object which allows any person, with or without limitations, to establish a relationship with that space or object, and to use it in an equitable, comfortable and safe way.

The concept of accessibility is therefore broader, not limited to physical barriers, but also including communicational, psychological, social and other barriers.

And the diversity of the target public is enormous. Families with babies, families with a pregnant mother, wheelchair users, people of different ages and statures, someone carrying bulky objects, people with limiting chronic diseases, blind or partially sighted people, deaf people, senior citizens, among many others. All are customers who generally encounter difficulties in the physical environment and in using tourist resources and who may also be subject to other obstacles, such as lack of information and possible incorrect service. All of us, in fact, may, at some point in our lives, belong to this group and need ease of physical and communicational access.

As an example, in Europe, it is estimated that around 140 million people have some kind of disability. Studies by the European Commission (2012) showed that tourists with specific needs made 783 million trips, contributing €394 billion to European GDP, promoting the creation of 8.7 million jobs. These studies suggest a constant annual growth in demand for Accessible Tourism in Europe.

In this sense, Accessible Tourism is defined as the set of tourism services, equipment and infrastructures that enable people with specific accessibility needs to enjoy their holidays and leisure moments in an equitable, autonomous, safe and comfortable way.

Making tourist destinations accessible to residents and tourists is not only a legal obligation but also a social responsibility and, at the same time, a business opportunity for tourism agents, enlarging the universe of potential visitors of these tourist destinations, with gains in competitiveness and revenue.

The fairer development of our society, combined with the potential of the Accessible Tourism market, should be a stimulus for tourism agents and destination managers to respond, with quality and differentiation, to the individual needs of each visitor, making Portugal more competitive. It is not, therefore, a matter of responding to a "niche" market, but rather of creating the conditions for Portugal to be among the tourist destinations chosen by tourists with specific needs.

GOOD PRACTICES TO IMPLEMENT

When developing tourist entertainment activities, it is important to ensure good conditions of physical and communicational accessibility, so that the enjoyment of this activity and of the spaces where it takes place, by people with specific needs is, in fact, full and enriching.

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At the location of the activity

_Availability of parking spaces reserved for people with reduced mobility;

_Availability of detailed and clear information about the accessibility conditions of the place where the activity takes place;

_Guaranteed access for wheelchair users to the venue / building where the activity takes place;

_Ensure good conditions for horizontal circulation: floor levelled as much as possible, slopes and unevenness overcome with the help of ramps or mechanical means, providing several rest areas on long distances;

_Availability of signs for guidance and identification, both written and pictographic, with large sizes and colour contrasts;

_Availability (whenever possible) of adapted toilets for wheelchair users (either on the premises or in the immediate vicinity of the activity).

About the Activity

_Detailed and clear information about the characteristics of the activity;

_Alternative communication formats to access information and carry out the activity;

_Use and availability of support products (own or rented);

_Guarantee the diversity of participants with different needs;

_Promote the participant's autonomy;

_Respect the rhythm of individual expression of the participant;

_Provide for emergency and evacuation plans and resources;

_ Focus on the qualification and training of human resources on accessible tourism and on how to provide adapted tourism entertainment activities;

_Invest in partnerships with other tourism agents and other companies to enrich the activity.

Communication and dissemination

_Digital and printed communication, accessible and in adapted formats;

_Digital and printed dissemination, accessible and in adapted formats;

_Communication aimed for the several target publics of the accessible tourism market;

_Ensure web accessibility;

_Dissemination and promotion of the accessibility conditions of the services, spaces and activities provided by the companies.
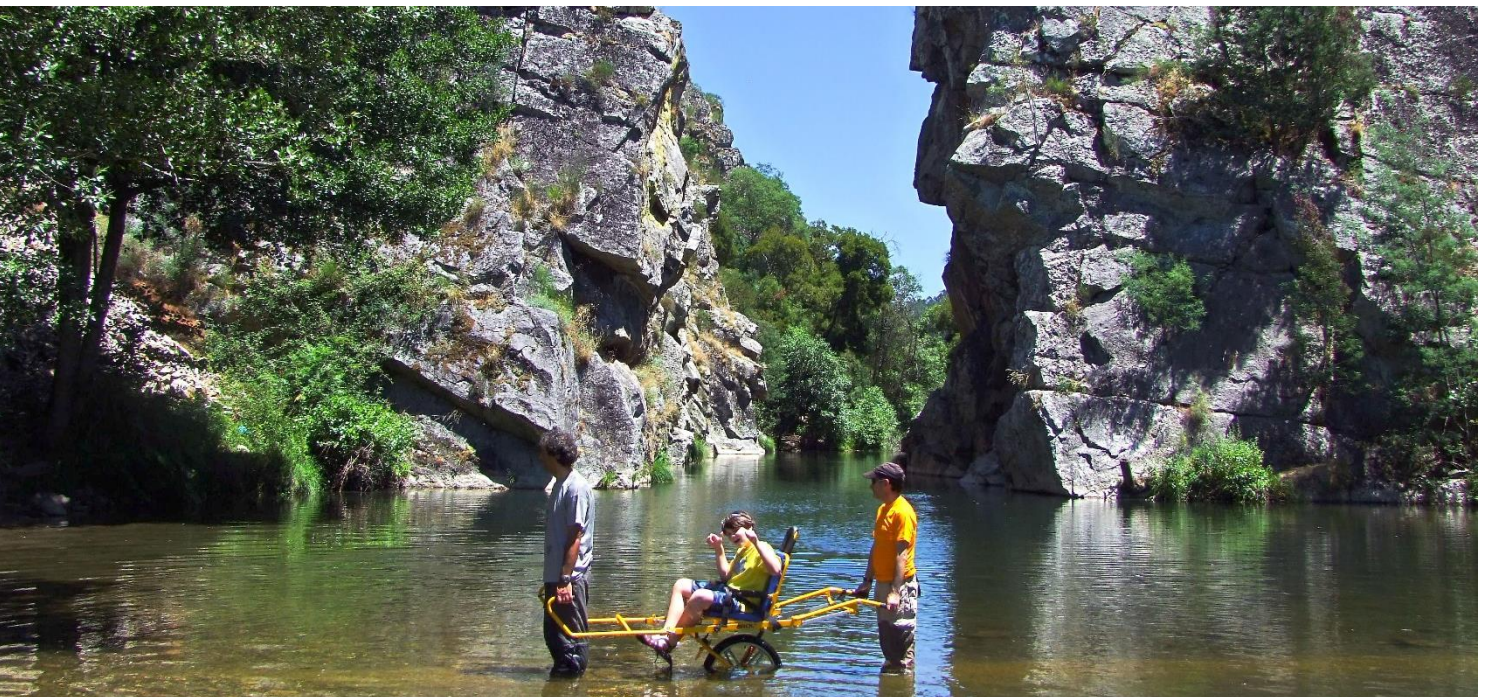

Image 4 — River Beach of Cabril do Ceira, Portugal

/ 4. RISK
MANAGEMENT

Image 5 — Tobogã, Portugal Adventure Tours

It is intended that risk management is framed in a sustainable way, in the organisation and planning of the activities and programmes of Tourist Entertainment companies, being a process under construction and not a bureaucratic obstacle.

In risk management, the concept "state of safety" must be, therefore, clarified.

In fact, it is a theoretical objective because there is no "state of safety". It is a dynamic, evolving dimension, which requires a constant monitoring of the whole process.

The starting point is the existence of a level of insecurity, which must be mitigated by safety, risk management and control work.

The level of risk is always found by the combination of several factors, on which a plan must be built to reduce or control all risk. Safety

and risk management are thus dependent on the interaction of four factors:

_People;

_Equipment / structures;

_Procedures;

_Fortuitous factors.

It is on these four factors that plans, measures, rules and operationalisation should be created, with the objective of maintaining an acceptable level of risk, knowing that, as already mentioned, this is evolutive, changing permanently according to the situations.

All measures that are decided or adopted must have a plausible justification, which effectively demonstrates that they have a reasonable impact, decreasing the level of risk and resulting in an improvement of the safety conditions.

These guidelines are the starting point for each company to create a risk and safety management plan adapted to its context.

GOOD PRACTICES TO IMPLEMENT

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Present a customer information plan for all products sold by the company;

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Clearly define tasks and responsibilities within the organisation;

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Create a plan for dealing with emergencies (based on those that already exist);

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Foresee the main possible situations, based on the survey of hazards and risks and have a prepared response;

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Create a base document, with a summary of the hazards and risks identified, control measures and procedures;

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Involve Human Resources in all organisational processes;

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Test the plan periodically;

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Make decisions clearly;

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Plan all tasks well;

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Keep all activities and actions in line with the company's objectives;

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Consider all human and cultural factors where the company operates;

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Communicate procedures with customers;

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Have a transparent and inclusive approach, with employees and customers.

/ 5. HUMAN RESOURCES MANAGEMENT

The focus of a company is people and they are the effective engine of change. Issues such as work–life balance, gender equality and promotion of a safe environment for employees are part of an integrated approach to human resources management.

The transformation of the workplace into a more sustainable space is one of the most important steps, as it is related to an increased level of satisfaction, organisational commitment and a more positive attitude from the employees themselves.

GOOD PRACTICES TO IMPLEMENT

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Implementation of practices that promote work–life balance;

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Recognition of work not only in terms of money;

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Promote the integration of new employees;

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Provide periodic training;

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Carry out performance assessments;

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Develop professional incentive actions;

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Implement effective communication channels;

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Constant assessment of the professional environment;

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Promote gender equality in the various areas of the company;

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Guarantee fair working conditions for employees, such as, among others: remuneration and physical conditions adequate to the tasks to be carried out, adoption of flexible working hours, making the needs of the company and employees compatible;

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Existence of a code of values with rules of conduct for employees that promotes transparency, anti-corruption, institutional loyalty and non-discrimination on the basis of race, colour, sex, nationality, ethnic origin, sexual orientation, gender identity or other factor;

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Existence of codes of conduct/handbooks of internal procedures, aiming at the development of the entertainment activity in a sustainable way and consubstantiating what the company has communicated to the customer;

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Creation of a pool of collaborators, allowing for local hiring, in a logic of creating local employment and settling populations, namely in inland areas;

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Encourage collective participation in the strategic decisions of the organisation, strengthening the involvement of employees and encouraging their proactivity;

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Involve employees in collective environmental and cultural volunteer work, as a way of promoting team-building and raising awareness to sustainability issues.

/ 6. ECONOMIC SUSTAINABILITY OF THE BUSINESS

Image 6 — Community-based tourist activity in Querença, Loulé

To achieve true sustainability of companies, a strategy must be planned and implemented that presents an integrated vision, with added value for the economy, society, environment and employees, in the present and in the future.

Economic sustainability comprises the capacity to produce, distribute and use the wealth produced in an equitable manner. Sustained economic growth refers to a cycle of constant and long-lasting growth, based on bases considered stable and secure, where the value generated for the community is contemplated.

In the case of tourism entertainment companies, economic sustainability refers to their capacity to develop their activities for a long period of time, taking into consideration environmental, social and economic criteria that guarantee the perenniality of the business and, whenever possible, the regeneration and enhancement of the territories and communities, managing to keep their employees happy and fulfilled.

Today, the commitment to the environment and the challenges relating to climate change make it essential to implement strategies to make the activities of companies more sustainable, with competitive advantages and without jeopardising the viability of projects. Take advantage of nearby

resources, manage transport ecologically, save energy resources and implement the principles of the circular economy, are some of the fundamental strategies to achieve and promote a culture of sustainability in tourism entertainment companies, also in its economic dimension.

The economic dimension is one of the three essential levers in the holistic concept of sustainability. It integrates the entire network of economic activity that, effectively and without contradicting the good principles of management and ethical rigour, generates wealth and, once again, guarantees future economic sustainability.

GOOD PRACTICES TO IMPLEMENT

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Design and management of projects, taking into account the effects they will have on the environment in the medium and long-term;

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Value procedures that, with jeopardising the viability of the project, are more sustainable;

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Design projects that, although they may involve greater initial investment, have greater profitability in the medium and long-term, due to the fact that they use sustainable/renewable production factors;

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Integrate and use nearby resources;

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Manage the company's and its suppliers' transport ecologically;

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Invest in the reduction of consumption;

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 Save energy resources and implement the principles of the circular economy;

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Internal incentive for conscious consumption, saving of resources and the correct disposal of waste;

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Responsible choice of suppliers, guided not only by financial factors, but also by local proximity;

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Maintenance of a fair and viable pricing policy;

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Foster fair and honest partnerships that can generate better quality and efficiency in services, as well as savings in the consumption of resources;

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Invest in regular training for the teams, as a way of keeping up with market trends and knowing how to adapt the services to the new demands of the market, as well as to those underlying an increasingly sustainable tourism;

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Adjust, adapt or develop new services, in order to meet the objectives inherent to a more sustainable activity;

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Diversify the portfolio of services and products, investing in activities with low territorial impact, spread throughout the year, especially in periods of less intense tourism, seeking to reduce the load on the places to visit, attracting a different market, with motivations based on cultural and environmental interests and with greater purchasing power.

/ 7. RELATIONSHIP WITH
LOCAL COMMUNITIES

According to the WTO – World Tourism Organisation, sustainable tourism should make the most of environmental resources which are a key element in the development of tourism, maintaining essential ecological processes and helping to conserve the natural heritage and biodiversity of the territory where its activities are developed.

Complementarily, social responsibility should also be considered as a central part of business strategies. Environmental protection, fair working conditions for employees and contributing to the welfare of local communities are key elements that should be incorporated into the business plans of tourism entertainment companies and in all the activities they carry out.

In this sense, companies must increasingly assume behaviours and practices that promote and contribute to the welfare and quality of life of the communities in which they develop their activities, especially since the enormous importance of these communities for the development and success of the activities of the tourism entertainment companies is recognised.

For tourists, employees and communities, the incorporation of social responsibility strategies and practices by companies operating in the territory is an increasingly relevant and differentiating factor, so it should be worked with particular attention by entrepreneurs.

GOOD PRACTICES TO IMPLEMENT

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Provide information to the customer about the natural and cultural heritage and conduct for the preservation of the places where the activity will take place;

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Share with the customer the local traditions and the due respect for the immaterial heritage;

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Favour and encourage the customer to acquire local products and services;

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Develop activities with customers in which the local community can participate, thus ensuring greater authenticity and fostering a feeling of sharing;

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Support initiatives that contribute to the preservation of heritage and traditions;

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Raise the customers' awareness about appropriate behaviours towards the local populations and their ways of life;

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Promote synergies to experience the production process of identity products (handicrafts or food products);

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Incorporate local services and products in the programmes, events and initiatives developed;

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Create opportunities for volunteering with the local community;

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Make activities and events available for the school public and senior citizens, in an inclusive way;

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Promote employment opportunities in the company among the local community;

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Promote employability among the local population, designing training programmes to provide them with the necessary skills so that they can join the employees team and/or participate in the programmes, events and initiatives developed by the managing entities;

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Donate surplus products (food and/or others) or products in disuse, in good condition, to local institutions;

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Develop social responsibility actions involving the local population;

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Develop efficient, fair and honest partnerships with local communities, contributing economically and socially to their development;

Adjust, adequate and adapt tourist activity to the characteristics of local communities, including their traditions, customs, among other aspects, in order to create lasting harmonious relationships without distorting local ways of life;

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Contribute to a greater understanding of sustainability issues in local communities, helping them to adapt their behaviour and activities to the general objectives of Sustainable Tourism (e.g. eliminating plastic, separating waste, promoting traditional agriculture, among other aspects).

Image 7 — Local handicrafts, Algarve, Portugal

/ 8. BIODIVERSITY / NATURE CONSERVATION

Outdoor tourism activities, also known as "outdoor activities", "active tourism" or "adventure tourism", take place predominantly in natural areas, resulting in diversified experiences of enjoyment, experimentation and discovery of nature and landscape, and may or may not be carried out in physical premises equipped for this purpose and involve a physical interaction of the recipients with the environment.

The activities developed by companies, in territories with relevant natural and landscape values, should have a continuous action for the adoption of good practices in the dimensions of environmental sustainability. In this way, it is emphasised the fact that economic development and biodiversity conservation are two inseparable pillars, which should be side by side, in order to ensure the sustainability of the ecological environment and, at the same time, the supply of human needs, being thus inherent the necessary compatibility between the conservation of natural values and tourist activities.

It should also be noted that tourism entertainment agents wishing to carry out activities in areas integrated in the National System of Classified Areas, must obtain recognition as nature tourism, which is done through adherence to the code of conduct for nature tourism companies.

GOOD PRACTICES TO IMPLEMENT

————————

Participate in or develop environmental volunteering initiatives;

————————

Involvement or promotion of nature conservation projects, in articulation with the managing entities of natural spaces;

————————

Be a member of an Environmental Non-Governmental Organisation, participating in specific projects;

————————

Hold and transmit the necessary information about the natural resources present and make customers aware of the most appropriate behaviour for the enjoyment of the natural heritage;

————————

Not collect plants, mushrooms, geological samples, animals or any evidence such as feathers, nests, bones, eggs or others;

————————

Provide information to customers about the invasive species present, when applicable, warning of their harmful effects in the area where the activity is carried out;

————————

Adjust the size of the groups according to the nature of the activity and the environmental sensitivity of the natural spaces;

————————

Ensure that no activity that implies the opening of paths or the destruction of vegetation takes place;

————————

Maximise the occupation of available seats, in activities that include the transport of customers;

————————

Use vehicles with low CO_2 emissions and/or electric vehicles;

————————

Avoid noise and the disturbance of wildlife, especially in breeding, shelter, dormitories, wintering or resting areas and on migratory routes;

————————

Observe species at a sufficient distance not to cause disturbance and preferably with binoculars or other appropriate optical equipment;

————————

Where permitted in activities, ensure that pets do not disturb wildlife and do not interfere with other visitors and residents;

————————

Ensure that night-time walks are only carried out in places where the fauna is not particularly active

at that time, and using lighting that minimises their impact;

Do not leave rubbish or waste outside the appropriate places, nor provide food for wild animals;

Provide information on the tourist code of conduct;

Actively contribute towards the success of nature conservation projects, namely by sponsoring initiatives developed by environmental NGOs or institutional partnerships with practical effects in the territory;

Inform the competent authorities in the event of detection of environmental infractions, forest fires or other situations that could endanger biodiversity values;

Contribute to the dissemination of these practices in the partnership networks, raising the awareness of the respective partners and employees to respect and adopt them in their activities.

Image 8 — Birdwatching at Cape St. Vincent (Cabo de S. Vicente), Sagres

/ 9. CULTURAL HERITAGE

Preserving and valuing cultural heritage is a task that requires and involves a continuous effort by various institutions, communities and also companies that base their activities on the enjoyment of this heritage. The preservation of cultural heritage values and promotes the authenticity of the territories.

The tourism entertainment companies that promote contact with this heritage, including the intangible, should plan and structure their activities based on respect for the traditions and cultural manifestations of the communities and implement good practices of economic, social and environmental sustainability, in order to ensure the maintenance of the authenticity of cultural assets.

Companies' understanding of the needs and expectations of visitors and local communities becomes crucial in the conservation and protection of this heritage for future generations.

GOOD PRACTICES TO IMPLEMENT

Plan and organise visits according to the maximum number of visitors allowed, in order to avoid overloading the spaces to be visited, contributing to heritage preservation;

Provide information about the cultural heritage to be visited during the activity;

Provide information to customers about the behaviour rules and the importance of preserving cultural heritage;

Promote responsible behaviour among customers;

Collaborate with local communities to enhance their cultural heritage (tangible and intangible);

Develop social responsibility initiatives aimed at preserving and recovering heritage;

Contribute to the continuity and preservation of ancestral cultural practices, incorporating them into experiences that value them and generate self-esteem for those who advocate for them, in the respective communities;

Sponsor projects of revitalisation, recovery and valorisation of tangible and intangible heritage, developed by cultural NGOs and other organisations dedicated to these themes;

Contribute to the dissemination of these practices in the partnership networks, raising the awareness of the respective partners and employees to respect and adopt them in their activities.

Image 9 — Lello Bookshop, Porto

/ 10. COMMUNICATION WITH CUSTOMERS AND TOURIST OPERATORS

It is important that companies develop a customer communication strategy that highlights, on the one hand, the corporate commitment to sustainability and, on the other hand, the alignment with the values and expectations of customers.

Communicating what the sustainable development of its activities means to the company, praising the positive impact on the destination and sharing success stories is an essential approach for the company's positioning and differentiation.

Not all customers will make an effort based on the "greater good". However, they should be told how they will benefit from this effort to increase the sustainability of the activity and the destination.

GOOD PRACTICES TO IMPLEMENT

─────────────

Publicise membership to the Clean&Safe label, which reinforces the company's skills to manage crisis situations;

─────────────

Make available, on the company's digital channels, information about its positioning in terms of sustainability, including its environmental preservation practices, benefits for local communities, social responsibility actions carried out;

─────────────

Ensure that the images used represent the company's sustainability policy and convey the quality of the experience it offers;

─────────────

Communicate, after the booking is made, additional details of the activity so that the customer knows what to bring with them (e.g. reusable bottle, backpack for carrying snacks or other materials);

─────────────

Ask customers to bring raincoats if applicable (to avoid ponchos and other single-use plastic protections);

─────────────

Communicate to the customer why sustainable behaviours are important; the customer will be more willing to support the company's efforts if they understand what they mean to the team;

─────────────

Ask the customer for feedback, as this will not only involve them, but may also provide suggestions for improvement that may have been overlooked;

─────────────

Ensure that the Guide responsible for the activity does not transport or buy single-use plastic items, fast food, among other unsustainable practices, not in line with the company's positioning;

─────────────

Assume that sustainable changes/behaviours may require additional effort from customers or create some discomfort, so that this effort should be recognised;

─────────────

Offer small gifts during or at the end of an activity, ensuring that they add value to the customer experience and do not end up in the bin;

─────────────

Raise the awareness of the network of partners to also adopt information and dissemination mechanisms about their sustainability commitments;

─────────────

Ask the customers for feedback on sustainability-related aspects of their experience while at the destination or after returning home.

/ 11. SUPPORT TOOLS

CERTIFICATIONS, LABELS AND CLASSIFICATION SCHEMES

Although companies can implement and develop sustainability good practices, there are in the market a diversity of certifications and labels that assure tourism agents and tourists that the certified company complies with a set of requirements that go beyond those mandatory by law, thus increasing the company's value in the market, given the increased demand for socially and environmentally more responsible products and services.

Some examples of certifications applicable to companies:

ISO 9001 – QUALITY MANAGEMENT SYSTEM

ISO 9001 is the most widely used management systems standard worldwide and is the international benchmark for Quality Management Systems Certification. It defines how an organisation should work in order to meet customer needs and the effort to exceed their expectations and those of stakeholders. Leadership, employee commitment, process approach, continuous improvement, evidence-based decision making and stakeholder relations are other principles on which this standard is based.

Entity: Any entity accredited by the Portuguese Accreditation Institute (APCER; SGS ICS; BV Certification; EIC; TUV; CERTIF; INNOQ/ OC; QEC)

Webpage

NP 4552 – MANAGEMENT SYSTEM FOR CONCILIATION BETWEEN PROFESSIONAL, FAMILY AND PERSONAL LIFE

The Portuguese Standard 4552 is a standard established in Portugal, is unique in the world and has as its main objectives the harmonisation of professional, family and personal life, promoting welfare, quality of life and satisfaction. It also allows to retain talent, reduce absenteeism, reduce labour turnover and thus increase the company's productivity.

Entity: Any entity accredited by the Portuguese Accreditation Institute (APCER; SGS ICS; BV Certification)

Webpage

ISO 14001 – ENVIRONMENTAL MANAGEMENT SYSTEM

ISO 14001 is the most recognised international standard for environmental management systems. Certification by this standard demonstrates a company's commitment to environmental protection and has several advantages.

Entity: Any entity accredited by the Portuguese Accreditation Institute (APCER; SGS ICS; BV Certification; EIC; TUV; CERTIF; QEC)

Webpage

EMAS

The Eco-Management and Audit Scheme (EMAS) is a voluntary mechanism which aims to promote continuous improvement in the environmental performance of organisations by establishing and implementing environmental management systems and by making relevant information available to the public and other stakeholders.

Entity: Any entity accredited by the Portuguese Accreditation Institute (APCER; SGS ICS; BV Certification; EIC; TUV)

Webpage

BLUE FLAG FOR MARITIME-TOURISM OPERATORS

The Blue Flag award for ecotourism boat operators recognises companies that comply with a series of criteria in the areas of environmental management and education, information, safety and services, social responsibility and responsible wildlife activity.

Entity: Foundation for Environmental Education

Webpage

The certifications/labels recognised by the GSTC (Global Sustainable Tourism Council), the world entity that establishes principles and defines criteria for more sustainable tourism, are considered. The GSTC also acts as an accrediting body for certifying entities and recognises sustainable tourism programmes/labels – some of which have already been implemented in Portugal:

Global Sustainable Tourism Council (GSTC): Criteria, Standards, Certifications (gstcouncil.org)

BIOSPHERE SUSTAINABLE

The Biosphere certification is a system that indicates the real sustainability level of any tourism company. It is also a digital platform that helps companies to draw up and implement a Sustainability Plan directly from the 17 SDGs of the United Nations. The SDGs are translated into actions and activities, creating an interactive environment of good practices.

Entity: Responsible Tourism Institute

Webpage

TRAVELIFE FOR TOUR OPERATORS

It is a specific certification for tourism companies based on several international standards and provides online training and practical tools for sustainable business management, including the planning and reporting phases.

Entity: ECEAT Projects

Webpage

GREEN GLOBE

Green Globe is a certification for sustainable tourism. This system, with a supporting digital platform, allows certified companies to demonstrate activities aligned with the 17 United Nations' SDGs.

Entity: Green Globe

Webpage

EARTHCHECK

EarthCheck's sustainability certification for tourism companies has a strong business footprint measurement component, mainly related to the monitoring and management of GHG emissions. It also relies on a series of international standards, including reporting.

Entity: EarthCheck

Webpage

The **AQUA+** classification system developed by ADENE and that can be used as a reference for tourism entertainment companies is also considered.

It is a simple, agile and voluntary system that allows to identify improvement measures that enable the continuous reduction of water and energy consumption associated with water use.

It is available for residential and tourist buildings (in partnership with the Portuguese Environment Agency and Turismo de Portugal), and is currently being developed for commercial and service buildings, including those of the Public Administration.

Other tools of Turismo de Portugal

100% Responsible Programmes – Portuguese Trails

As part of the Portuguese Trails project, Turismo de Portugal launched the challenge of 100% Responsible Programmes to its bike and walk friendly partner companies, with the aim of encouraging them to develop a sustainable and safe cycling and walking supply, in order to meet a growing demand for this type of product from international markets and position Portugal as a sustainable destination through activities in nature, thus responding to the challenges of the National Strategy and the post– COVID 19 recovery.

Privileging principles of economic, environmental and social sustainability in the design of their Cycling / Walking programmes, the companies will

thus have the opportunity to differentiate their supply on the www.portuguesetrails.com platform.

The 100% Responsible Programmes are all those that adopt a set of environmental sustainability, social and health safety practices, and may thus be disseminated as programmes aligned with the principles of sustainability.

To be considered a 100% Responsible Programme, companies guarantee compliance with at least 7 of the following 11 criteria:

_Clean&Safe Label

_No single-use plastics

_Use of local products

_Use of recyclable materials

_Use of environmentally friendly vehicles

_Social Responsibility Action

_Carbon Emissions Compensation Action

_Info on accessibility

_Info on heritage and local partners

_Info on the Tourist Code of Conduct

_Info on sustainable practices of the company and partners

The criteria fulfilled, in each Programme, are visible in the http://www.portuguesetrails.com platform, in addition to the other information. On this website, it is also possible to search by "100% responsible programmes".

360 Tourism Companies Programme

The 360º Tourism Companies Programme is part of Pillar 4 - P4.4 Sustainability in Companies and Destinations - of the Reactivate Tourism Plan. It is a measure that seeks to place companies at the heart of the sector's sustainable transformation process.

Alongside this process, it is important to evolve in the vision regarding the responsibility of companies of the sector as agents of value creation, not only for their shareholders, but also for their employees, their suppliers, the community, the territory and the environment. We want a smarter sector, one that creates more value, more sustainable and more responsible. It depends, naturally, on companies more focused on smart growth, based on innovation and qualification, more responsible before society and more sustainable.

The tourism company, integrated at the centre of the sector's transformation process, must be seen as an actor, as a member of the community, in a 360º vision. This involves a cultural transformation work, in a close public-private partnership, of curatorship, of capacity building and, ultimately, in the consecration of a mode of public recognition of companies, based on the economic, social and environmental dimensions.

The purpose of the 360º Tourism Companies Programme is to speed up the process of incorporating ESG (Environmental, Social and Corporate Governance) indicators in companies, challenging them to actively rethink their environmental, social and governance practices. The programme focuses on the development of actions that include training tourism companies to incorporate ESG indicators into their management processes, the provision of monitoring tools and models of sustainability reports, and includes the promotion of public recognition of organisations.

Turismo de Portugal provides the digital platform empresasturismo360.turismodeportugal.pt from which companies in the sector can join the **360º Tourism Companies Programme**.

Clean & Safe Label

The Clean & Safe label was created in 2020 as a tool to prepare companies in the tourism sector to respond to the public health emergency associated with the COVID-19 pandemic, also assuming an essential role in the recovery of tourism activity, with a very high rate of adhesion by the various subsectors of tourism, with great national and international projection, and evident levels of success and credibility, having contributed decisively to build the image of Portugal as a safe destination.

Two years after its creation, and with the hygiene and sanitary procedures imposed by the pandemic already incorporated throughout the sector, the intention was to evolve, taking advantage of the mechanisms and tools already developed, to generate an immediate generic response capacity that can be adapted to other possible public health situations and a safety dimension that is transversal to tourism activity, associated with possible vulnerabilities and risks inherent to the various experiences developed by tourists in Portugal, with the aim of making the sector increasingly resilient to the uncertainties and crises that it may face.

The Clean & Safe Label currently functions as a support tool for companies in "crisis management". In this way, confidence in Portugal as a safe tourist destination is reinforced, whether by national and foreign tourists, or by the employees of companies in the sector and the general population.

This version of the Label therefore maintains the focus on the health issue, continuing to promote confidence in the hygiene and sanitation performance of member companies and entities, but now includes other possible public health crises – other pandemics besides Covid-19 and heat waves, and a new safety dimension transversal to tourism activities, covering possible crisis situations arising from extreme phenomena and collective risks – rural fires, floods, earthquakes and tsunamis – and international constraints – cybersecurity and the refugee crisis.

Technical support guides, as well as training courses in the Digital Academy, are available to all Members.

The Label remains optional and free of charge, and is valid until June 2024, involving most of the sector's value chain – from Tourist Resorts to Local Accommodation, including Tourism Entertainment Companies, Restaurants, Travel and Tourism Agencies, Companies Organising Events, Thermal Baths, Restaurants, Rent-a-Car, as well as Tourism Offices, Golf Courses, Museums, Palaces, Monuments & Archaeological Sites, Libraries, Ciência Viva (Live Science) Centres, Geoparks, Entertainment Venues, Casinos and Bingo, Service Areas for Motorhomes, Airports, Cruise Terminals and Tourism Buses.

The http://www.portugalcleanandsafe.pt platform is available for tourists (in Portuguese and English) and for Members.
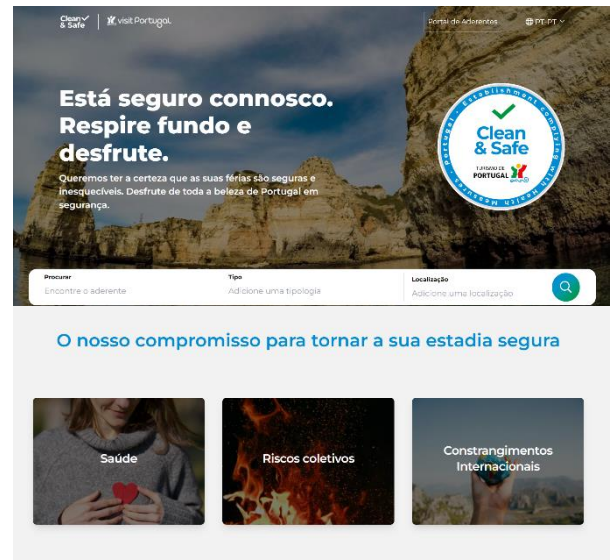
Image 10 — Clean & Safe Website

/ 12. SUCCESS STORIES

Some examples of tourism entertainment companies are presented, identified as success stories in the development of their activities, regarding the Sustainability of their operations.

These companies stand out for presenting services with concerns on different issues of Sustainability and Accessibility, namely through equipment, training of their technicians, as well as solutions made available to customers, thus ensuring a differentiated positioning with customers and an alignment with the guidelines of sustainable tourism development.

The list presented is merely illustrative.

_____

APAVT
Commitment with the reduction of CO_2 emissions under the scope of the Glasgow Declaration

_____

Impactrip
Commitment with the reduction of CO_2 emissions under the scope of the Glasgow Declaration

_____

Living Place — Animação Turística
 Commitment with the reduction of CO_2 emissions under the scope of the Glasgow Declaration

_____

Portugal Tours ABC
Entertainment activities with commitment to eliminate single-use plastics in all guided tours

_____

Academia Equestre João Cardiga
Adapted / Recreational Horse-riding

_____

Amieira Marina
River tourism in the Alqueva, with adapted infrastructures

_____

BBDouro
Sailing academy and maritime-tourism operator, with adapted sailing activities

_____

Cresaçor
Adapted activities such as canoeing, walking tours, etc.

_____

Get High
Escape and adventure experiences related to the air, namely adapted tandem jumps

_____

Go Outdoor
Tourism entertainment in Schist Villages, with adapted walking activities

_____

Pena Aventura
Recreational activities park and adapted adventure sports

_____

Ria Formosa Boat Tours
Ria Formosa and sea tours with adapted boat and possibility of diving for people with physical limitations

_____

Tobogã
Adapted adventure and nature tourism activities in the Peneda-Gerês region

_____

Geonatur
 Nature tourism activities with a commitment to sustainability

_____

Tobraa
Programmes to enhance the natural and cultural heritage, with strong involvement of local agents

_____

Special Surf 78
Inclusive surfing school, develops partnerships with the local community

_____

Keentors
Programmes in the Peneda-Gerês National Park, with strong links with local populations

_____

Azores Adventures — Futurismo
Programmes aimed at building a positive relationship between tourism and the environment

_____

Walkin´Sagres
Interpretative walks in the PNSACV with a strong component of awareness-raising for natural values

Birds&Nature
Birdwatching activities with the commitment to contribute to the conservation of nature and biodiversity

Marlimitado
Activities at sea with a component of marine biodiversity monitoring

Desafios
Active tourism based on a continuous strengthening of partnerships with customers, suppliers and local partners, creating strong synergies

LivingPlace
Programmes to preserve the natural and built heritage, promoting its value and cultural interest

Projecto Tasa
Experiences which seek to promote handicrafts in the Algarve, creating the conditions for ancestral practices to become a profession with a future

Algarve Craft Food
Promotion of the region's gastronomy and handicrafts through a structured supply of creative tourism experiences

SPIRA
Tourism and Heritage, bringing people closer to Cultural Heritage

Rota Vicentina — Turismo Responsável
Commitment to ensuring a positive impact on tourists and the community

Rota do Românico
Tribute to all Heritage carers who look after a heritage that is a living memory of the place

Image 11 — Azores Trail, Corvo Island

/ 13. REFERENCES

/ 13.1 TECHNICAL SUPPORT INFORMATION

_Digital Academy of Turismo de Portugal – Training on Sustainability

_2050 Roadmap for Carbon Neutrality

_Glasgow Declaration – Climate Action in Tourism

_Tourism Sustainability Report

_Good Practices Guide for a Circular Economy in Tourist Accommodation

_Action Plan for the Circular Economy in Portugal

_Carbon Neutrality in Tourist Resorts Guide

_A 10-Step Quick Start Guide to Decarbonize Your Travel Business

_Tourism Support Technical Document – Measures to Reduce Energy Consumption

_Water Act

_ Tourism Support Technical Document – Measures to Reduce Water Consumption

_ AQUA+ Buildings Water Efficiency Classification

_Guide for the Analysis of the Water Efficiency in Golf Courses in Portugal

_Handbooks of the National Strategy for Ecologic Public Purchases

_Circular Economy – The 10 R

_Let's Reduce Single-Use Plastics – Guide For Tourist Operators

_Good Practices Guide for Nautical Infrastructures

_UNTWO – Accessibility

_Accessible Tourism

_All-for-all

_Tourist Entertainment Accessibility

_WTTC – Inclusive Accessible Travel

_Accessible Tourism in Nature Areas

_Inclusive Tourism Destinations

_QUALIFYING CRITERIA

_Good Practices Guide for Tourism Entertainment APECATE 2020

_ ROTA VICENTINA GUIDE
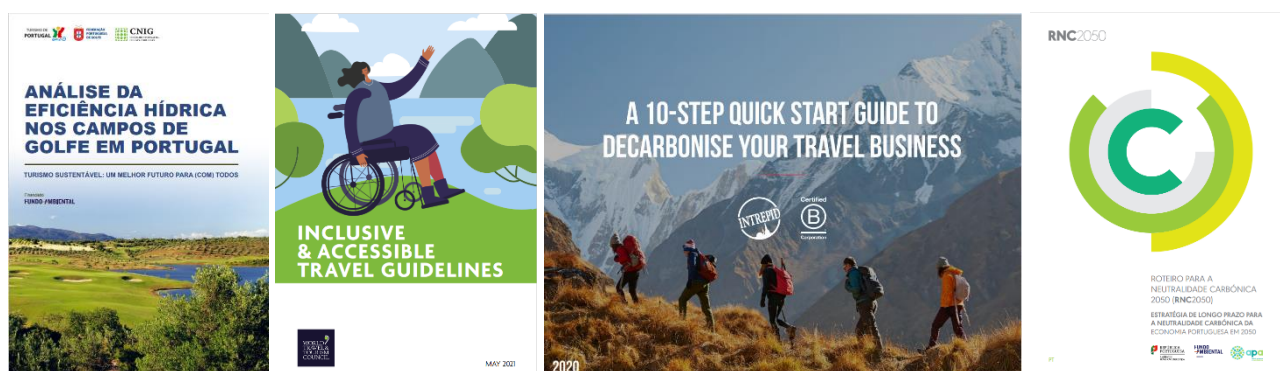
Image 12 — Covers of some of the mentioned guides

/ 13.2 SUPPLEMENTARY INFORMATION ON RISK MANAGEMENT

PLANNING

IDENTIFY THE HAZARDS AND RISKS
List

ANALYSE THE RISKS
How they manifest

ASSESS THE RISKS
Severity / Probability

TREAT THE RISKS
Reduction or elimination
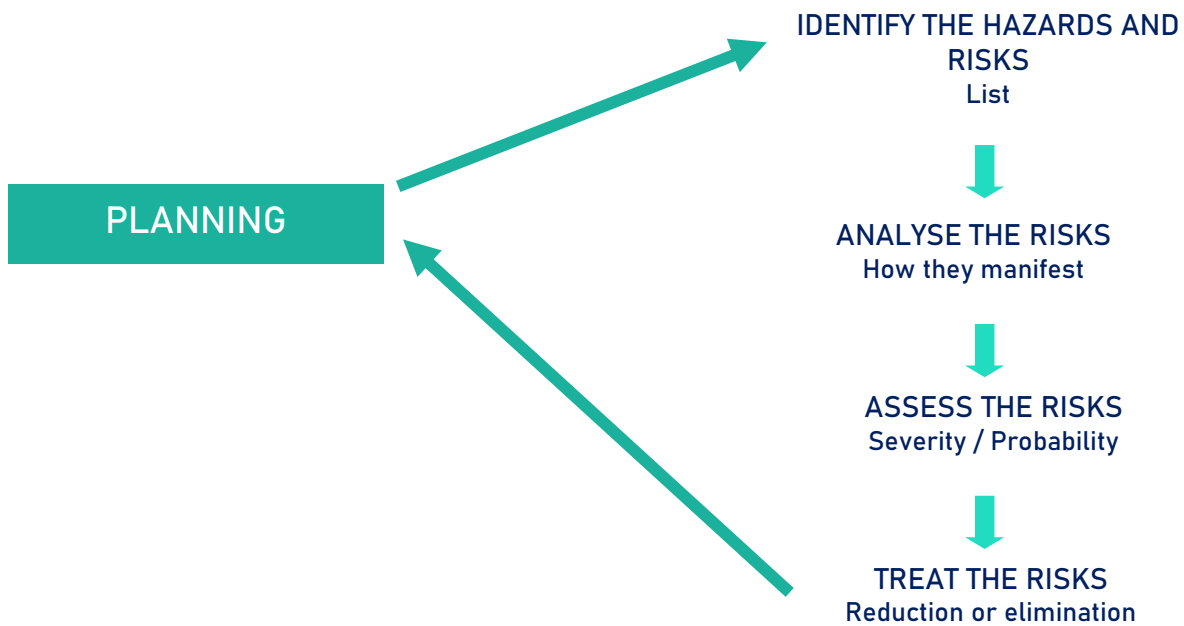
Figure 4 — Base Model for the Risk Management Planning

According to this Base Model, the process for risk management should be implemented in accordance with the level of intervention/action and the sharing of the Plans (if possible) is very important. It should be the company's objective to synthesise a document that encompasses the various levels of intervention and procedures aimed at an acceptable level of risk.

OPERATIONAL MEASURES

Companies should work to know and create procedures that validate an "acceptable level of risk". To do this, they must carry out several steps:

1. ADHESION TO THE CONCEPT

Recognition of the importance of a Risk Management System in the company's programmes and activities

_Decision-making and appointment of a coordinator

_Involve all employees and partners

2. IMPLEMENTATION PLAN

_Define where to start (doing everything at once makes it difficult)

_Create an implementation plan

3. DEFINE THE COMPANY'S SECURITY POLICY

_Each company has its own profile, principles and mission, so the Risk Management Plan must start from the specific context of the company

4. ESTABLISH THE CONTEXT – PLAN

_What is the Risk Management context of each programme? What is the context of each partner and its products?

_Include all related information and items (the more complete, the more effective)

5. HAZARDS AND RISKS INVENTORY

_Compile a comprehensive list of all hazards and risks related to each programme, based on their products.

_The more complete, the more effective

6. ANALYSIS OF THE HAZARDS AND RISKS

_What are the damages? What Operational Controls already exist? What is the probability and consequence of each identified hazard? What is the combination of probability and consequence? What is the level of risk of each identified item?

_At the level of the entertainment company and at the level of each partner and its products

7. ASSESSMENT

_What are the hazards/ risks identified? Are these accepted or not?

_Create a listing by hazard (of Programmes, products and activities)

8. TREAT THE RISKS

_Define treatments/risk control for each of the accepted or non-accepted risks (Start with the most critical. Think first about reducing probabilities, then reducing consequences, and, if necessary, eliminating the risk)

9. PLAN THE IMPLEMENTATION

_Plan the implementation of each of the defined risk treatments/controls.

_Which ones can be implemented immediately?

_Which ones in the short, medium or long-term?

_Define what to do, who is responsible, how much it will cost, how to do it, and when the treatment will be implemented. Follow the procedure of risk treatments, document the whole process, what resources are necessary to establish, implement, maintain and improve?

10. DEFINE THE STRUCTURE AND SYSTEM

_Define the roles, responsibilities and skills of each partner/employee involved in the activities

11. QUALIFICATION AND TRAINING

_What are the necessary skills for the partners and employees? Define the skills, thinking about the minimum necessary and also about the desired ones. Stipulate a training program for the acquisition of new skills and the maintenance of existing ones

12. COMMUNICATION

_Each company must create efficient communication channels with its partners/ employees and suppliers. Involve everyone in this communication process

13. ASSESSMENT BY THE CUSTOMERS

_Create an efficient tool to consult the customers. Apply the results in the improvement of products

CREATION OF THE BROADER SECURITY PLAN

Companies should be aware of the broader security plans, namely the articulation with municipal security and civil protection plans.

_Municipal Emergency Civil Protection Plan | Municipal Security Plan

_Risk Management and Security Plans of the Partners and other institutions / authorities

_What is the information to be given to the customer about participation conditions. Ensure that the information to the customer is accessible and present at all levels of intervention

_Have on the company's website reference to the Plan and useful indications for customers/tourists

_Make information about the Plan available to the partners for the customers and employees

_Involve Civil Protection and Security forces in the global appraisal of the Plan

Image 13 — Walk at Serra do Caldeirão, Ameixial, Loulé

Image 14 — Madeira Island, Portugal

/ TECHNICAL DATASHEET

TURISMO DE
PORTUGAL

SUSTAINABILITY
GOOD PRACTICES
GUIDE FOR TOURISM
ENTERTAINMENT