

# **Contribution to Sustainability Management of the Tourism Sector in Portugal**

*LiderA Application – Social and Economic Components – at Pestana Eco Resort in Troia.*

Andreia Filipa Tavares Morais

Master's student in Industrial Engineering and Management at Instituto Superior Técnico, Lisboa.

## **Abstract**

*Sustainability* has been discussed for many authors, producing several lines of thought. The global trend is organizations from all industrial sectors invest in sustainable practices. The tourism sector has been assuming an increasing role in the global economy, contributing with 9.5% to the global GDP in 2013. This sector is characterized for being a highly dynamic and complex system with major environmental and social impacts and, therefore, organizations can focus in new opportunities to improve.

The main objectives of this thesis are to evaluate sustainable practices through the analysis of a case study in the tourism sector, and to contribute to the Corporate Social Responsibility evaluation within organizations.

The present case study is about the Eco Resort Pestana Troia, an Eco Resort distinguished by the search and implementation of good sustainable practices. It's located in Troia, south of the Setubal district, in Portugal. This Eco Resort is composed by a private condominium with 104 hectares, a beach front with 2 kilometers and several social and service areas dedicated to their users. It has a maximum capacity of 955 rooms.

The degree of sustainability is assessed by an application of voluntary certification systems for sustainable buildings, BREEAM and LiderA, in the Eco Resort Pestana Troia. The evaluation of this resort confirms the existence of good sustainable practices, with "Very Good" and "A" classifications, respectively, after the evaluation of the resort through the analysis of all environmental, social and economics' criteria.

In the last few years, social dimension of sustainability, specifically Social Responsibility has gained importance on organizations because of the need to create value adopting socially responsible policies to meet the interest of all stakeholders leading to higher reputation in the competitive market.

Based on an extensive research on the major international initiatives, a new evaluation model for social responsibility was created, to integrate the LiderA's structure. It's a good contribution to the sustainable performances' evaluation of the organizations, focusing on four intervention's areas (Labor Practices, Human Rights, Social Engagement and Social Responsibility Integration), in a total of ten evaluation's criteria and a credits distribution system. The first practical application of this model happened in Pestana Troia, reaching a class "A".

**Keywords:** Sustainability, tourism sustainability, BREEAM, LiderA, corporative social responsibility.

## 1. Introduction

Sustainability is a broad concept that is being increasingly discussed internationally by governmental and private organizations in its three main dimensions: Environmental, Economic and Social. It's a paradigm for thinking about the future in which environmental, social and economic considerations are balanced in the pursuit of an improved quality of life (UNESCO, 2014).

About Sustainable Development (SD), it's a dynamic process that involves strategies for continuous improvement without compromising the future needs (EUROSTAT, 2011).

There is no universal definition of SD because it depends of the stakeholder's perception and their context and culture (Carew, et al., 2008; Baumgartner, 2011). However, sustainability is more than a simple and theoretical concept. The truth is that the society, in general, already agrees that it's necessary to maximize the value of the businesses with the application of the sustainable and responsible practices.

SD's policies involve several sectors, as the tourism sector. In Europe the main objectives for this sector are: (1) Improve competitiveness; (2) Promote the continuity of SD; (3) Guarantee that the European destinations are recognized as being sustainable and of high quality; (4) Maximize the potential of European policies and the availability of financial resources (OECD;UNEP, 2011).

Due the increasing importance of sustainability in nowadays organizational environment, there are various systems of voluntary evaluation to certificate sustainable buildings, such as BREEAM (United Kingdom) and LiderA (Portugal), both use evaluation criteria that consider the three main dimensions of sustainability (environmental, economic and social dimensions), applied in several contexts, like the tourism industry. Each one respects different cultural and political aspects of their source location, depending of the characteristics and needs of the context where those certifications are being implemented.

The tourism sector contributes greatly to the global economy and it produced relevant social and environmental impacts. There are several published reports by *World Tourism Organization* (UNWTO), *World Travel & Tourism Council* (WTTC) and *Tourism Sustainability Group* (TSG) that prove the importance of this sector must give in the adoption of sustainable good practices because of the competitiveness that involves all this sector. The implementation of the sustainable practices, such as responsible environmental policies, good labor practices, respect for the Human Rights, good integration with the local community, the guarantee of safety in the consumption of goods and services and the integration of ethical and moral values in the organizational culture and strategies, will allow to achieve higher reputation, differentiation and to meet the requirements of all stakeholders, like the tourists, workers, local communities, suppliers and partners.

Currently, there are several threats to the sustainability of life on Earth. They have been presented in international reports and discussed in several summits in recent years. Hence, the multinational and smaller companies should be more responsible about the environmental, social and economic impacts associated with their activities. Nowadays, the Corporate Social Responsibility (CSR) is a vehicle to the

sustainable development, and it is becoming critical to the creation of value and competitive advantage. Therefore, an increasingly number of organizations are integrating these practices in their operations as an indicator of an efficient management of their core businesses (Santos, et al., 2006).

For this reason, it's not enough that corporations have good environmental and economic performances, like considered by evaluation systems of sustainability, such as BREEAM and LiderA. They also must have significant social contribution to achieve the three main dimensions of sustainability. It means that if the organizations take a good evaluation of their sustainable performance, they will attend all dimensions of sustainable in the same way. Because of that, it's proposed a model of CSR evaluation to be integrated in LiderA's structure. So, LiderA will continue to evaluate environmental and socioeconomic criteria but will also evaluate criteria related with CSR, such as labor practices, Human Rights, the existing of ethical values in the organizational culture, anticorruption policies, the safety of the consumption of goods and services, the privacy of the consumers and the promotion of responsible practices in all value chain.

## **2. Aims and Methodology**

The specific objectives of this thesis are: (1) To analyze the tourism sector relevance and impacts in the global economy and the potential of the Sustainable Tourism concept; (2) To apply two voluntary certification systems related to sustainable performances, namely BREEAM and LiderA, in the case study Eco Resort Pestana Troia; (3) To develop an evaluation model to assess the Corporate Social Responsibility within organizations, using criteria that consider Social Responsibility aspects, to be integrated in the LiderA certification structure.

To achieve the proposed objectives, the first part consisted in a bibliographical review based on relevant articles, dissertations and books, about the following themes: sustainability, sustainable tourism, sustainable building evaluation system (with focus on BREEAM and LiderA) and CSR, using search engines like Science Direct, b-on, Google Scholar, other theses, and another's.

The following step consisted in the application of BREEAM and LiderA in a chosen case study Eco Resort Pestana Troia, including on site collection of relevant data for evaluation criteria. To complete this evaluation it was necessary to deeply analyze the application manuals of both systems.

After the conclusion of the previous steps, a model of CSR evaluation was built, with the objective of being integrated in LiderA current structure.

To build this model, it was necessary to analyze internationally recognized CSR initiatives and policies. The collected information was organized in four areas, each one constituted by evaluation criteria. The distribution system of credits, used in the application of the evaluation criteria, was the final step to complete the evaluation model of CSR.

### 3. State of the Art

#### 3.1. Sustainability and Tourism Sector

Since 1987, with the publishing of *Brundtland, Our Common Future*, by *World Commission on Environment and Development* (WCED), in which SD is defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Pineiro, 2006), the concept of sustainability has been discussed by several authors all around the world, creating several different lines of thought. However, in spite of this universally accepted definition, sustainability is more than a simple theoretical question. Several authors have been searching for more accurate definition of the sustainability concept in international summits. Having this, the focus point for all of them is to establish measurable criteria in a timely manner in the expectation of a better future and less uncertain.

According to White (2013), this ambiguity is not bad because the discussion of different perspectives allowed to get to a global consensus that it's morally and economically wrong to treat the world as a business in liquidation.

The problem consists in the fact that more than a quarter of a century has passed since *Brundtland* gave an original definition and the system continues to be complex because of the various perspectives and existing applications. White (2013) searched for definitions of sustainability in Google Scholar (English Language), and there are 103 different definitions. As it should be expected the more frequent occurred terms were “environment”, “social” and “economic” (White, 2013). This study constitutes not only a starting point to the understanding between stakeholders of different areas of specialization, occupation and interests but it also provides a clear and global vision of how individuals and organizations perceive sustainability, in general.

In the last two decades, sustainability has emerged to be a fundamental factor in the tourism sector fostering the concept of Sustainable Tourism.

It's fundamental to integrate sustainable practices in the tourism sector due to the strong contribution to the world economic development. The tourism sector contributed to 9.5% of the global GNP – Gross National Product – in 2013 (US\$ 6,989.7 billions) and, in 2014, a +4.3% increase is expected. In 2024, the “Travel and Tourism” heading is expected to be 10.3% of the global GNP (WTTC, 2014). In 2013, the “Travel and Tourism” sector heading contributed to 8.9% of the world employability and is estimated that, in 2014, this contribution grows around 2.5%.

According to Kasim (2008), the tourism industry involves activities that interact with the surrounding environment (tourist transportation to the destination, fossil fuel consumption, CO<sub>2</sub> emissions, natural resources consumption such as water and electricity) as well as in a social level (tourist contact with local communities is susceptible of causing value conflicts, excessive art commercialization, adoption of new life styles with eventual negative impacts in local traditions and loss of cultural identity). In this regard, it's fundamental not only maximize the benefits (as the contribution to the global economy) but also to minimize the negative impacts, developing sustainable practices in this sector, critical to

guarantee the quality of the service. It must be pointed that a good interaction between tourists and local communities and the environment can reduce the generated pollution, the landscape impact and the social and economic problems (Kasim, 2008).

For the stated reasons, tourism organizations, like travel agencies, airlines, hotels, among other entities in the value chain, should have a good sustainable performance. The greatest challenge is the adoption of social responsible practices, namely the compliance of legal regulations and the conservation of the natural and cultural resources, financial feasibility and social justice (Kasim, 2008; Torres-Delgado, et al., 2012).

Therefore, it is imperative that this sector implements responsible measures given the impact the related activities have in the environment and also for the awareness of this questions in the whole world (Kasim, 2008; Torres-Delgado, et al., 2012).

Briefly, the environment and social responsibility measures that should be sustained by tourism are: (1) Responsible use of natural and cultural resources; (2) Pollution and waste minimization; (3) Biodiversity and heritage conservation; (4) Responsibility in the relation with all stakeholders; (5) Cooperation with local communities and promotion of their quality of life (Jucan, et al., 2012).

### **3.2. Social Responsibility**

The beginning of the modern era of Social Responsibility started in the 50's featured in the *Responsibilities of the Businessman*, by Howard R. Bowen, which supports the idea that the great businesses are becoming vital centers of power, and also the decision processes associated, can affect the citizens' life and the responsibilities that an entrepreneur should assume.

According to Bowen, Social Responsibility refers to the obligations of a business man to propose policies that integrate a process of making decisions or following lines of action desirable in terms of objectives and values of our society.

Since Bowen, there are an increasing number of corporations implementing social responsibility initiatives. The KPMG survey of CSR reveals that 71% of 41,000 corporations and 93% of the G250 (top 250 corporations listed in Fortune Global 500), that participated in this study, published Social Responsibility Reports between 2012 and 2013 (KPMG, 2013).

It's possible to conclude that the sustainable performance evaluation systems are essential to organizations, in the environment and socioeconomic dimensions that go beyond the legal regulations, keeping up with the evolution of the concept and the increasing demands of a competitive and global market.

In this context, the systems of voluntary certification of sustainable constructions appeared in the 90's with the need to significantly reduce the environmental impacts created by constructions in general (Alyami, et al., 2012; Lee, 2013). The certification systems are based on a group of criteria of sustainable performance to which are attributed credits, or scores, that depend if these are or not verified in the

construction that is to be certified (residential areas, office buildings, industrial sites, retail, schools, hospitals among others). The examples of this kind of certifications are BREEAM and LiderA.

#### **4. Sustainability – Assessment, Social Model and Discussion**

##### **4.1. BREEAM and LiderA's Applications in Pestana Troia**

In this section, the sustainable performance of Pestana Troia Eco Resort is evaluated according to BREEAM (Communities 2012 version) and LiderA (version 2.0). This resort is located in Troia, south of the Setubal district, in Portugal, and it's characterized by the implementation of sustainable practices. This privileged location of the Eco Resort demands special care regarding the preservation of natural resources, appreciation of the natural and cultural heritage, minimization of the environment impact, as well as the qualification and diversification of the touristic offering and the contribution to an univocal identity in the image of Troia (DA, 2009). In summary, BREEAM and LiderA integrate several evaluation criteria related with the following topics:

- **Conservation of the Ecosystem:** Evaluates the integration of the site relative to the landscape impact, usage of the soil and biodiversity conservation. LiderA criteria that are related with this topic incorporate the Local Integration aspects (like Soil, Natural Ecosystems, Landscape and Heritage). The considered BREEAM criteria include the categories Land Use and Ecology, Social Well Being, and Resources and Energy.
- **Resources consumption:** Evaluates the performance of constructions in terms of resource consumption, namely the LiderA criteria related to Resources aspects (like Energy, Water, Materials and Food Production) and the BREEAM criteria included Land Use and Ecology category and also Resources and Energy.
- **Pollution of the Surrounding Environment:** It is based on the effluents loads, atmospheric emissions, waste production and light and sound pollution. LiderA includes criteria that evaluate this topic related to Environmental Loads (Effluent areas, Atmospheric Emissions, Waste, External Noise and Thermal and Light Pollution) and Environmental Comfort (Air Quality, Thermal Comfort and Illumination and Acoustic). BREEAM considers criteria integrated in the following categories: Resources and Energy and Environmental Conditions.
- **Environmental Management:** LiderA includes criteria related to Sustainable Use related to Environmental Management (like Environmental Usage Conditions and Environmental Management System). BREEAM considers another criteria related with this aspect that are integrated in others categories, described in the other topics.
- **Socioeconomical Criteria:** Evaluate social and economic indicators related to the existence of inclusive solutions and transportations, local economy, local amenities, interaction with the local community, risk evaluation and governance conditions. This is the most comprehensive analysis because of its dimension in the structure of both systems: LiderA has criteria related to Socioeconomic Experience, that consider the following areas: Access to All, Economic Diversity, Amenities and Social Interaction, Participation and Control, and lastly Life Cycle Costs; BREEAM presents the following categories: Social Well Being, Transportation and

Movement, Local Economy, Governance, Environmental Conditions and lastly Resources and Energy.

- **Innovation:** Both certification systems, BREEAM and LiderA consider the sustainable construction innovation level of the present case study, Pestana Troia. In both systems, innovative actions were considered to evaluate the innovation, namely: (1) Modular houses that constitute an innovate construction system that works by aggregating multifunction modules, with thermal solutions, acoustic and energy optimization, usage of natural materials, recyclable and durable; (2) Creation of a water recirculation system to green spaces; (3) Incentives to use transportation facilities of low impact like pedestrian routes and bicycle paths; (4) The private condominium is composed by units of tourist accommodation with a range of typologies and architectural solutions, in order to provide thermal solutions, acoustic and energy optimization; (5) Usage of recycled material, from the demolishing of two buildings in the Troia to build roads; (6) Creation of a wooden pedestrian route, integrated in the landscape with adapted lighting.

In the end of this sustainable performance evaluation of Pestana Troia, analyzing the scoring based on the evaluation criteria that are weighted according to each's criteria importance, it was possible to conclude that this touristic enterprise is quite promising in regard the implementation of sustainable practices. The final evaluation of both systems is quite positive, Class "A" by LiderA and "Very Good" by BREEAM Communities, with a short way to the maximum level of both ("A++" by LiderA and "Outstanding" by BREEAM).

Therefore, this resort is an excellent example of how it's possible and very relevant to invest in sustainable tourism, enhancing the social well-being and preserving the environment.

#### **4.2. Evaluation Model of Corporate Social Responsibility**

After evaluating Pestana Troia with both BREEAM Communities and LiderA, in order to determine the sustainable performance of the Eco Resort, it was verified that both the environmental and socioeconomic aspects are evaluated in a rigorous and efficiency way, because both certifications gave a similar score.

However, considering the concept of Social Responsibility and its increasing importance, it's considered that Social Responsibility should be incorporated in the structure of the sustainable evaluation systems, through the creation of specific criteria to evaluate the performance of socially responsible actions, in order to make a global sustainability evaluation more complete and adjusted to the new trends.

So, it's proposed to the Portuguese sustainable building certification system, LiderA, the integration of a new component on its structure, designated Corporate Social Responsibility, so this can also be considered in the evaluation of sustainable performance, as already is the case of the environmental and socioeconomic aspects.

To build this new component, with its corresponding areas and evaluation criteria's, various international Corporate Social Responsibility sources were considered. The construction of the new CSR component following the next steps:

1. Reviewing of the ISO 26000;
2. Complement the core subjectives and issues of the ISO 26000 with international initiatives, such as Guidelines for Multinational Enterprises (OECD, 2011), Ten Principles of the UN Global Compact (United Nations Global Compact, 2013), "Promoting a European Framework for CSR" by European Commission (Livro Verde, 2001) and SA 8000 (SAI, 2008);
3. Review the International Compact of ONU about the Human Rights;
4. Use the Global Reporting Initiative (GRI) to quantify the evaluation criteria according to a scoring system;
5. Define the class "E" performance (corresponding to the usual practices) through the analysis of the more common Social Responsibility Practices in Portuguese Small and Medium Enterprises at all evaluation criteria previously established;
6. Assign the credit system to the higher classes than "E", defined in the previous step, knowing that the class "A" corresponds to the best CSR practices considered in step 2.

The first step in the construction of this model consisted in defining areas of intervention related to Social Responsibility and their respective evaluation criteria, as follows:

- **Labor Practices:** Guarantee the implementation of the best labor practices, seeking the National Legislation and the Principles of ILO (International Labor Organization), with decent labor conditions.
- **Human rights:** Guarantee the respect of Human Rights, namely the economic, social, cultural and civil rights.
- **Social involvement:** Promote a social responsible involvement, in the local community (attending to its needs and expectations), namely address corruption, transparency in political involvement, fair competition and property rights. It's also an objective to respect the consumer rights through the adoption of responsible marketing measures, consumer health and safety, good services and privacy respect.
- **Social Responsibility Integration:** Integration of Social Responsibility in the cultural, business and structural organization strategy, in order to meet the needs and expectations of all stakeholders. It's also important to have transparency about the Social Responsibility practices adopted and to demonstrate a future perspective of those practices in the continuous improvement philosophy.

The attribution of credits, or scoring, in the different performance classes of each evaluation criteria (across the 4 areas of intervention previously presented) came from the attribution of credits in the equivalent usual practice class, class "E". This means that it was first established what would be a usual practice for each criteria, the minimum acceptable practices to be implemented by organizations. Once defined the usual practice class to each criteria, it was possible to distribute the remaining credits among higher performance classes until a good performance was attained, class "A", and forth, until the maximum performance class, class "A++".

The performance class “E” was defined according to the common Social Responsibilities practices in Portuguese Small and Medium Enterprises (SME) because this group has more difficulties to implement these measures than bigger corporations: scarcity of human, financial and temporal resources; focus of the entrepreneurs is exclusive in their respective core businesses, lack of initiative to invest in social responsibility; measures adoption is usually slow and bureaucratic; these measures are seen as a cost instead of profit source because the results are only visible in the long term; low negotiation power in their value chain, being mostly “influenced” instead of being “influencers”; lastly, many interested stakeholders do not communicate directly with an individual company but with a network of corporations at different market levels, therefore, the reputation associated with the adaptation of CSR practices does not depend of one company but several ones. (Lepoutre, et al., 2006; Spence, 2007; Morin, et al., 2009; Tamajón, et al., 2013).

As such, in this stage, a model to evaluate Corporate Social Responsibility was made, in order to integrate the LiderA certification, as being a new component of evaluation and a useful contribution to evaluate the sustainable performance.

After the conclusion of the evaluation model of CSR, it was first applied in the Eco Resort Pestana Troia. The ten evaluation criteria of the four intervention areas described before (labor practices, Human Rights, social involvement and social responsibility integration) were carefully applied in Pestana Troia, achieving a Class “A” evaluation with a score of 95 in a total of 119 credits. This evaluation result demonstrates that Pestana Troia has a good social care about their workers, customers, local community, suppliers and partners, in addition to the good environmental and socioeconomic performances, like shown by the BREEAM and LiderA applications. It also concludes that the evaluation result achieved by this model only dedicated to the CSR aspects is coherent with the evaluation by the actual structure of LiderA (Class “A”).

Like shown before, the actual evaluation structure of LiderA has considered rigorous and effective evaluation criteria dedicated to the environment – biodiversity conservation, emissions reduction and minimization of the consumption of natural resources – and socioeconomic aspects – economic dynamics (employment and development of the region). However, in order to add value to the evaluation of all sustainable performance in the organizations, it’s proposed the integration of the CSR criteria, which involves workers, the needs of all consumers, the existing of ethical and moral values at the culture organizations and a special care about the Human Rights.

## **5. Conclusions and further developments**

There is a growing number of organizations implementing sustainable practices, to minimize the negative and maximize the positive impacts associated to their activities. The implementation of sustainable practices in their three dimension (economic, environmental and social) aims not only to respect the ethical values fostered by the organizations but also to satisfy the needs and expectations of all stakeholders, achieve higher reputation in the market and to potentiate a competitive advantage as way to create value.

The dynamics associated with sustainability and the increasing need to integrate in the daily activities of organizations, such as the tourism sector, it is a great opportunity to work on that.

One of the sectors that most contributed to the growth of the world economy is the tourism industry that contributed 9.5% to the world GDP (6,689.7 billion euros) and 8.9% for global employment, in 2013 (WTTC, 2014). Considering that the tourism sector involves a large portion of the world population, including tourists, workers and local communities, its activities produce positive and negative impacts in the social terms (value conflicts, excessive commercialization of handicrafts and loss of cultural identity) as well as environmental terms (fossil fuel consumption, greenhouse gas emissions and consumption of natural resources, such as water and electricity). Thus, it makes sense to extend sustainable practices to the tourism industry, producing a new concept: sustainable tourism.

Actually, with a greater number of organizations "practicing sustainability", it makes sense the existence of voluntary evaluation systems of the sustainable performance, like BREEAM (British system) and LiderA (Portuguese system). For this reason, those systems were implemented in the Eco Resort Pestana Troia. The final classifications were "Very Good" by BREEAM, and "A" by LiderA. It confirms that this Resort has implemented good sustainable practices according to different evaluation systems, which have criteria related to the main dimensions of sustainability.

The next step of this thesis was to focus on the social dimension of sustainability. This is related to Social Responsibility. The KPMG survey of Corporate Social Responsibility - CSR (2013) about CSR presented that there are a great number of companies that published CSR reports with transparency, integrating CSR practices in the organizational culture and establishing measurable goals related to that, in order to satisfy the stakeholders' needs.

Because of the importance of the CSR practices, it was proposed a CSR evaluation model to integrate the LiderA's structure. In order to achieve that, it was considered several international initiatives and policies about CSR, resulting in four areas of intervention, each one associated to evaluation criteria: Labor Practices (work conditions, connection with workers, audit/monitoring); Social Involvement (community integration, responsible involvement, consume practices); Social Responsibility Integration (business strategy integration, social responsibility in all supply chain).

The first practical application of this model occurred in the Eco Resort Pestana Troia, achieving a performance classification "A".

To conclude, sustainability and the certifications associated with that have a fundamental role nowadays and it's a trend to the future, especially in the tourism sector, that contribute greatly to the global economy and it's involved in a highly competitive environment of businesses.

A recommendation for the CSR evaluation model is to improve the validation of this model, with applications in several contexts, like different industry sectors with different dimensions.

It is also important to guarantee that different specialists of LiderA certification system, following the same evaluation criteria in the same local and context, will achieve exactly the same final classification.

It means that it is necessary to reduce the subjectivity associated with the CSR criteria and it is a possible future work to do.

Furthermore, it is necessary to define the relative weight of the Social Responsibility category (new model to evaluate the CSR performance) comparing to the weight of all LiderA's categories that already exist.

## References

**Alyami, Saleh H. and Rezgui, Yacine. 2012.** Sustainable building assessment tool development approach. *Sustainable Cities and Society*. 2012, Vol. 5, pp. 52-62.

**Baumgartner, Rupert J. 2011.** Critical perspectives of sustainable development research and practice. *Journal of Cleaner Production*. 2011, Vol. 19, pp. 783-786.

**Carew, A.L. and Mitchell, C.A. 2008.** Teaching sustainability as a contested concept: capitalizing on variation in engineering educators' conceptions of environmental, social and economic sustainability. *Journal of Cleaner Production*. 2008, Vol. 16, pp. 105-115.

**DA. 2009.** *Declaração Ambiental - Plano de Pormenor do Eco Resort em Tróia*. s.l. : Câmara Municipal de Grândola, 2009.

**Dias, António Carlos Gomes. 2009.** *O Relato da Sustentabilidade Empresarial: Práticas em Portugal*. s.l. : Universidade Aberta, 2009.

**EUROSTAT. 2011.** Relatório de acompanhamento relativo à estratégia de Desenvolvimento Sustentável da UE. [Online] 2011. [Cited: Fevereiro 25, 2013.] <http://epp.eurostat.ec.europa.eu/portal/page/portal/sdi/publications>.

**Jucan, Cornel Nicolae and Baier, Mihaela Sabina Dolf. 2012.** The ICT implication on CSR in the tourism in of emerging markets. *Procedia Economics and Finance*. 2012, 3, pp. 702-709.

**Kasim, Azilah. 2008.** Socially responsible hospitality and tourism marketing. [book auth.] Hospitality Marketing Management. s.l. : Haemmon Oh, Albraham Pizam, 2008.

**KPMG. 2013.** *The KPMG International Survey of Corporate Responsibility Reporting 2013*. s.l. : KPMG International, 2013.

**Lee, W .L. 2013.** A comprehensive review of metrics of building environmental assessment schemes. *Energy and Buildings*. 2013, Vol. 62, pp. 403-413.

**Lepoutre, Jan and Heene, Aimé. 2006.** Investigating the Impact of Firm Size on Small Business Social Responsibility: A Critical Review. *Journal of Business Ethics*. Springer, 2006, 67: 257-273.

**Livro Verde. 2001.** *Promover um quadro europeu para a responsabilidade social das empresas*. s.l. : Comissão das Comunidades Europeias, 2001.

**Morin, Estelle, et al. 2009.** Corporate Social Responsibility? An Exploratory Analysis of Portuguese SMEs. [book auth.] Teresa Duarte and Maria José Sousa. *New Research Trends In Organizational Effectiveness, Health and Work: A Criteos Scientific and Professional Account*. s.l. : Criteos, 2009, pp. 227-248.

**OECD. 2011.** *OECD Guidelines for Multinational Enterprises*. s.l. : OECD Publishing, 2011.

**OECD;UNEP. 2011.** OECD Studies on Tourism - Climate Change and Tourism Policy in OECD Countries. *Organisation for Economic Co-operation and Development*. [Online] 2011. [Cited: Maio 18, 2014.] <http://www.oecd-ilibrary.org/industry/books>.

**ONU Economic Rights. 1966.** International Covenant on Economic, Social and Cultural Rights. *United Nations Human Rights*. [Online] 1966. [Cited: Maio 18, 2014.] <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CESCR.aspx>.

**ONU Political Rights. 1996.** International Covenant on Civil and Political Rights. *United Nations Human Rights*. [Online] 1996. [Cited: Maio 18, 2014.] <http://www.ohchr.org/en/professionalinterest/pages/ccpr.aspx>.

**Pinheiro, Manuel Duarte. 2006.** *Ambiente e Construção Sustentável*. s.l. : Instituto do Ambiente, 2006.

**SAI. 2008.** SA8000 Standard. *SAI - Social Accountability International*. [Online] 2008. [Cited: Maio 01, 2014.] <http://www.sa-intl.org/index.cfm?fuseaction=Page.ViewPage&PageID=937>.

**Santos, Maria J., et al. 2006.** Responsabilidade Social nas PME, Casos em Portugal. s.l. : RH Editora, 2006.

**Spence, Laura J. 2007.** CSR and Small Business in a European Policy Context: The Five "C"s of CSR and Small Business Research Agenda 2007. *Business and Society Review*. 2007, 112:4 533-552.

**Tamajón, Luis Garay and Aulet, Xavier Font i. 2013.** Corporate social responsibility in tourism small and medium enterprises evidence from Europe and Latin America. *Tourism Management Perspectives*. 2013, 7: 38-46.

**Torres-Delgado, Anna and Palomeque, Francesc López. 2012.** The growth and spread of the concept of sustainable tourism: The contribution of institutional initiatives to tourism policy. *Tourism Management Perspectives*. Maio 06, 2012, Vol. 4, pp. 1-10.

**UNESCO. 2014.** Education for Sustainable Development. *United Nations Educational, Scientific and Cultural Organization*. [Online] 2014. [Cited: Maio 18, 2014.] <http://www.unesco.org/new/en/education/themes/leading-the-international-agenda/education-for-sustainable-development/sustainable-development/>.

**United Nations Global Compact. 2013.** The Ten Principles. *UN Global Compact*. [Online] 2013. [Cited: Maio 01, 2014.] <http://www.unglobalcompact.org/AboutTheGC/index.html>.

**White, Mark A. 2013.** Sustainability: I know it when I see it. [ed.] Elsevier. *Ecological Economics*. 2013, 86, pp. 213-217.

**WTTC. 2014.** Portugal Economic Impact Report. *World Travel & Tourism Council - The Authority on World Travel & Tourism*. [Online] 2014. [Cited: Maio 07, 2014.] <http://www.wttc.org/research/>.