

# Sustainability Report 2019

For our common future



## Content

Preface

Core indicators

1. Company profile

1.2. Travel types

1.3. Corporate structure

1.4. Memberships

1.5. Guiding principle

1.6. Economic data

2. CSR Management

2.1. CSR Trainings

2.2. Awards

2.3. Improvement program and standards

3. Customers

3.1. Customer satisfaction

3.2. Customer information

4. Employees

4.1. Workforce structure

4.2. Personnel development

4.3. Working condition

4.3. Representation of interests

4.4. Employee satisfaction

5. Business Ecology

5.1. Energy

5.2. Business trips

5.3. Paper

5.4. Environment-friendly products and services

6. Travel Offers

6.1. Product structure

6.2. CO2 emissions of trips

6.3. Transportation

7. Service providers

7.1. DMCs

7.2. Accommodations

7.3. Tour guide

7.4. Business partner satisfaction

7.5. Supplier and purchasing policy

8. Social commitment

8.1. Charity projects

8.2. Commitment on site

### Core indicators\*

	Entity	2017/2018
Total turnover	amount	119 Mio
Employees, total (full-time equivalent)	amount	189,83
Overnights, total	amount	578.170
Pax, total	amount	50.369
CO2 per air passenger/day	t	0,1809

\* All surveys by TourCert are new, more extensive and more precise. The data cannot be compared to previous years.

## Responsibly shaping the future


Gebeco stands for corporation for international encounter and cooperation: Since the company's foundation in 1978 the tour operator for study tours and experience tours expresses sustainability in its name. Encounters and cooperation have been significant indicators for Gebeco travels all along. The primary objective is a responsible treatment of locals, ecological resources, cultural treasures and social circumstances which set the groundwork for a future-proof tourism. It is thus not surprising that most of our clients perceive Gebeco as a sustainable company with sustainable trips.

In the past years the term CSR – Corporate Social Responsibility emerged as a synonym for sustainability. CSR describes any contribution the company makes beyond legal provisions and which leads to sustainable development by integrating social and ecological responsibility into its core business. This is a definition by the independent certification company "TourCert" which honored Gebeco as one of the first major tour operators for the first time in 2011.

Is Gebeco's management sustainable? The following sustainability report has been prepared for analysis. It is based on core indicators, nominated by "TourCert" and includes an improvement program. Sustainability means anything but downtime. This way, Gebeco improves its commitment effectively and makes its development transparent, not only for the certification company "TourCert", but also for third parties.

To be able to continue all of this, it is important to understand where the story of Gebeco began: With the idea of treating humans and animals in a responsible manner.



  
Ury Steinweg  
CEO

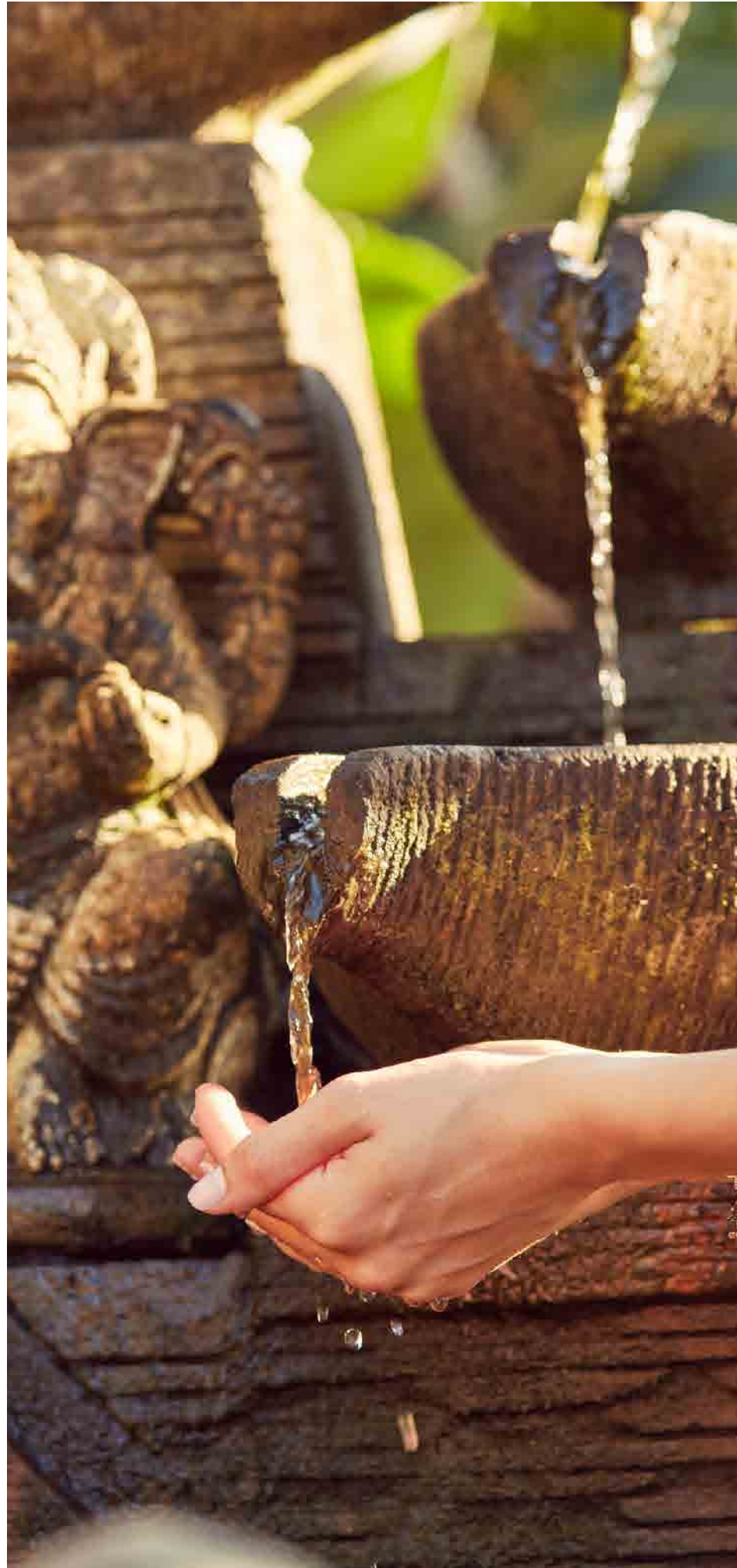
  
Thomas Bohlander  
COO

# 1. Company profile

## Company profile

At the beginning of Gebeco mbh & Co. KG, there was the decision of graduate Ury Steinweg to turn his hobby into a profession. His vision of building bridges beyond frontiers, assuming responsibility and offering travels made possible to meet foreign people, get to know their cultures, and to foster cross-cultural understanding. It's therefore hardly surprising that the first Gebeco tours lead to countries like Russia and China which have not been easy to visit at that time. The sustainable idea is also expressed in the company's name since then: **Gebeco – corporation for international encounter and cooperation.** Almost 40 years later, Gebeco incorporates various tour types under one roof: Experience travel program with Gebeco-Länder erleben/experience countries , Dr. Tigges study travel programs and adventure trips with goXplore. The philosophy has been implemented from the beginning of the entrepreneurial success story: **Encounter:** Whether planned or spontaneous – when travelling, Gebeco places a specific focus on encounters. Travel groups have the opportunity to get into conversation with locals. The highly qualified travel guide helps to communicate, as for instance while visiting locals for dinner or at a local institution. This way, authentic insights into foreign cultures are being provided. Encounters help to reduce prejudices and promote understanding for different ways of thinking.

**Cooperation:** Is the keyword for the business activity of the company. Travel expectations and travel wishes are always the central focus. Twohundred competent employees in Kiel are working on a daily basis in close cooperation with business partners all over the world. Reliability, transparency and fairness are the guiding principles, Gebeco is shaping the future and mastering the market's challenges with and by cooperating with tour guides, travel agencies and local incoming agencies.



**Numbers and facts**

Corporation	Gebeco – Corporation for international encounter and cooperation
Type of company	GmbH & Co KG
Managing director	Ury Steinweg (chairman of management) Thomas Bohlander (COO)
Shareholder	49,9 % Ury Steinweg 50,1 % TUI Deutschland GmbH & Co KG
Nationale Beteiligungen:	Creativ Werbe- und Beratungsgesellschaft (advertising and consulting company), Kiel IRS, Inforeise-Service GmbH, Sigmaringen Atora GmbH, Kiel
International investments	APTC (Fiji) PTE Limited, › Sydney, Australien › Wellington, Neuseeland › Nadi, Fiji LATC, Latin America Travel Concept › Rio de Janeiro, Brasilien ATC, African Travel Concept › Kapstadt, Südafrika › Windhoek, Namibia
Representative Office	Beijing, China

**History**

1978	Company foundation Gebeco mbH & Co. KG, travels to Eastern Europe
1980	Admission of non-European travels, Number of provided destinations increases constantly
1985	Kiel is the first German tour operator offering city trips to Beijing. Gebeco is one of the leading european provider for China tours until today
1993	Gebeco is the first foreign tour operator to open a seperate office in Beijing, guaranteing optimal on-location support for clients.
1998	Gebeco becomes member of "World of TUI": At the same time, Dr. Tigges joins as a new brand. High-quality study tours are added to the portfolio.
2005	Catalogues for Hike and Bike tours are published for the first time
2008	Gebeco founds the adventure brand goXplore.
2010	Worldwide Tours are guaranteed to take place with a minimum of two participants
2011	Gebeco receives the sustainability seal from certification company "TourCert". Gebeco releases for the first time an independent catalogue on private tours under the brand "Gebeco-Länder erleben/experience countries".
2012	All study travels are now operated under the Dr.Tigges Brand
2013	Gebeco is celebrating 3 anniversaries: 35 years of Gebeco, 85 years of Dr. Tigges, 5 years of goXplore
2015	New: Adventure Cruises. Clients can combine Gebeco adventure tours with a cruise by TUI Cruises or Hapag-Lloyd Cruises.
2016	Cooperation Gebeco with Hapag Lloyd Cruises: Clients can have their experience cruise on board of the luxury cruiser MS Europa 2.
2017	Gebeco celebrates its 40th Birthday and anniversary of 90 year of Dr Tigges study travels. Win of Golden Palm for the theme year concept
2018	Gebeco is being honored by the IHK in Kiel for its special training management and receives the award for „best training company“
2019	Gebeco becomes even more flexible: Technical solutions make possible that clients can plan their trips one year in advance and make room for individual requests as e.g. with flight bookings. The new and service-oriented website shows clients all of Gebeco's current travel news. The catalogues are being published earlier in the year.

**1.2 Types of travel**

Gebeco offers a wide product range. The main focus is on experience travel programs and Dr. Tigges study travel programs. Private-guided tours, hiking and biking tours, experience cruises and the brand goXplore with its adventure trips complete the offer. Individual programs for Adhoc groups, for organizations, associations or companies present a special service. Anyhow, all travel types have one thing in common: Exploring the country and its people by experiencing fascinating encounters with locals.

**1.3. Corporate structure**

Gebeco is a medium-sized company with connection to a big group – TUI Deutschland/ Germany. Being shareholder and founder Ury Steinweg holds 49,9 % and TUI Deutschland/ Germany GmbH & CO KG 50,1 % of Gebeco. Daily business is characterized by flat hierarchical structures.

Gebeco has two managing directors: The chairman of the board, Ury Steinweg, is at the same time founder of the company. He manages non-touristic departments, such as accounting and controlling, communication, IT, central service department and human resources. The communication department is in charge of press work and internal communication. Gebeco maintains its own call center, offering clients first-hand consultancy. The central service department operates logistics, shipping, stock and property management. The IT department programs a self developed internal booking-system; is in charge

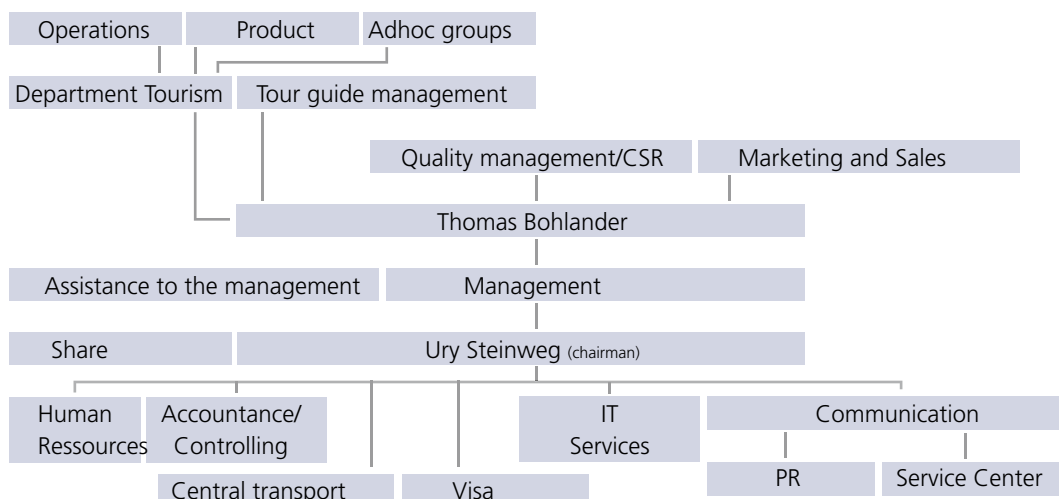
of communication infrastructure and hardware. The IT helpdesk assists the staff on technical issues.

Two other rather touristic departments are under the command of Ury Steinweg as well: Gebeco's own visa department offers clients special service. The colleagues support clients during the complex process of visa application. The central transportation department is in charge of flight purchase and ticketing. National and international participations are assigned to Ury Steinweg as well.

Manager Thomas Bohlander is head of "touristic" resources, marketing and sales. Touristic resources are all departments of product management. Those departments design group and private guided tours as well as adhoc group tours. The colleagues are in charge of purchasing services and making them bookable. Furthermore, they create group-,private and Adhoc travel programs for the catalogues.

Adhoc Group tours adress certain groups of travel agencies, associations and companies. department is in charge of organizing specific group tours for travel agencies, associations and companies. Since 2016, the adhoc group department has been integrated step-by-step into the product department for making better use of certain synergies and for bundling knowledge of countries. The integration has been successfully completed in the fiscal year 2017/2018.

Organizational structure:



After having received a booking, the operations department takes over processing first-and second release including the communication with agencies. Two further teams service the touristic department: Tour guide management disposes and qualifies local and german guides. The quality management ensures a high quality of the products, is handling incoming complaints and serves as a legal department. The crisis management is settled there as well.

The Sales department supports travel agencies, manages sales promotion and trips for employees working in tourism. Marketing is responsible for several marketing measures from catalogue production to onlinemarketing as well as customer service, travel trade shows and clients' events. Furthermore, Gebeco has numerous working groups across hierarchies at the interdepartmental basis, discussing different topics. One of them is CSR which is dedicated to sustainability. In the reporting year 2017/18 the company employs 143 full-time staff members, 33 parttime, 22 trainees and 3 temps in Kiel. Additionally, There are employees of representative offices and shareholdings as well as tour guides

#### External partners

Gebeco works with many partners like **travel agencies, cooperations, organizations** like adult education centers and clubs or associations which offer tours for private groups.

Gebeco invites several times a year to go on a journey in order to give sales partners and decision-makers the opportunity to get to know the products. In 2017/18, several product presentation travels took place with 465 travel agents and decision-makers of Adhoc Groups in places like South Africa, Colombia Great Britain, Montenegro and Myanmar. Moreover, Gebeco's sales team run a series of road shows and special events such as catalogue presentations. The product management work together with **incoming agencies and hotels**. The cooperation is regulated by a framework contract. There are internal instructions and minimum requirements for choosing a partner agency. Gebeco ensures to obtain the best price/performance ratio to get a high-quality travel out of it. The contracts were reviewed within the framework of sustainability. Since 2012/13 they contain a clause committing to sustainability and human rights in tourism. A supplier code including the issue of compliance has been added as well.

In the new agency contracts, Gebeco obliges the DMCs to comply with driving times and rest periods for bus drivers. The new contracts have been sent out via E-Mail by the end of January 2018 to all business partners. The new passage on the Code of Conduct has been implemented in those contracts.

"G Adventures" is a special business partner for Gebeco. The adventure trips are in Germany known by the brand „goXplore". Other important partners are TUI Cruises, Hauser excursions and terranova. Experience cruises with TUI Cruises are being offered since 2015. Hiking and biking tours with Hauser Excursions are being offered since 2015 and since 2016 with terranova. Both tour operators are in the sustainability market.

#### 1.4 Memberships

"Our job in tourism requires working for and along with people – no matter if they are clients, employees or locals. We respect human dignity and respect each other rights." This is the first line of the commitment of human rights in tourism, Gebeco officially committed to on 07.10.2013. Gebeco is also founding member of "Roundtable for Human Rights". CEO Thomas Bohlander is the treasurer for the association. The DRV Bund recently joined to the benefit of human rights. The association receives thereby more importance. The DRV ist the largest touristic association in Germany. As a member in the following four committees, Gebeco takes active part, representing the guests' and the company interests:

- sustainability
- law
- touristic air traffic
- crisis and security management

Additionally, Gebeco has memberships in following associations: sustainability initiative Futouris, child protection agency, ASA (Acknowledged Specialists for Travels to Africa), DGfR (German Society for Travel Law), VDRJ (Association of German Travel Journalists), IHK (Chamber of Industry and Commerce), ARGE (Latin American Working Group), PATA (Pacific Asia Travel Association), Trade and Industry Kiel-West e.V., IATA (International Air Transport Association) and the Marketing Club Schleswig-Holstein e.V..

#### 1.5 Guiding principle

Employees can find Gebeco's corporate business principles on the company's intranet and others find them on the Gebeco homepage. The focus is

on client orientation, fair and trustful cooperation between colleagues and partners, as well as innovative travel products including the philosophy of encounters. Sustainability has its own wording in the guiding principle: e.g. Child protection, environmental protection and protection of species are mentioned explicitly.

### **Guiding principle: Gebeco corporation for international encounter and cooperation**

**We make our CLIENTS happy** – the pleasure of our clients is our joy! The needs of the clientele are the focus of our actions. We want to achieve more than simply fulfil the requirements – we want to inspire with our tour packages. We pass our expertise, our kindness, flexibility and service availability to our clients. We commit ourselves to ensuring that our clients keep coming back; we want our clients to recommend our program and we want them to like us a lot!

**Moving forward – we improve the VALUE of the company** – we develop and sell attractive and discerning trips. Our ideas and experience secure our leading position and allow us to help shaping the tourism industry! We have made it our job to work in a target-oriented and efficient manner. In the same way that each individual contributes to the economic success of the company, we rate each positive result as a solid foundation for the future. We are committed to our shareholders and get numerous advantages including strategic portfolio protection.

**We create TRUST by means of integrity** we are reliable and honest to our business partners and clients. We keep to deadlines and keep promises we make. Being a sympathetic and pleasant partner, we maintain excellent business contacts and achieve together strong results.

**Together we shape the FUTURE** – we develop our employees and motivate them to peak performances. Our employees are the source of our success. The performance of each employee contributes to corporate success and everyone is responsible for achieving certain goals. It is necessary to gain further qualifications and to learn from one another. We are open to new ideas, new paths and solutions for everyday tasks.

**As a TEAM we are simply unbeatable** - Our teamwork is governed by mutual trust and respect. We play by the rules, enjoying to work

with commitment and by creating a pleasant work environment. Exchange of experience and information is clear and transparent.

**We bear RESPONSIBILITY** – Our actions are based on highest standards and principles of sustainability which we are constantly observing and striving for continual improvement. We pay particular attention to respect for human rights and compliance requirements. The task is as well to contribute to protection of children, environment and species. We build bridges to other cultures and nations and help to overcome prejudices. The guests' well-being is brought into line with the needs of the host country. Integrity determines the way we deal with our staff and our business partners.

### **1.6. Economic data Distribution of sales**

Gebeco offers different travel products with different priorities and travel concepts which address the individual wishes of mentioned target groups. The brand Gebeco- Experience Countries has the largest share of the total turnover, followed by the traditional brand Dr. Tigges – study travels. For some years now, GoXplore has established itself as the adventure brand for young international groups, but is still making up a small percentage of sales. The number of overnight stays divided by those three brands look similar to the sales distribution. Compared to the reporting year 2014/15, the brands Dr. Tigges and goXplore again reached an increase in sales. The total revenue climbed to 119 Mio. € with 60.000 guests in 2017/18.

### **Expenses**

As part of recertification, Gebeco has analyzed the allocation of expenditure from the business year of 2017/18. Remaining expenses in the host country are the largest share. Local value added in the destination (in percent of overall turnover) increased to 43% which represents a small increase since the last registration. Gebeco steadily tries to improve local added value by booking local hotels, using local guides and bus operators. Entrance fees for visits and cultural events are used for local added value as well. To continue developing local added value, Gebeco will try to put a stronger focus on owner-managed hotels and on raising the percentage of local guides.

At 38%, the second-largest cost area are international expenses which are primarily flight





costs. Gebeco offers many long-distance travels with included flights. Gebeco offers several long-distance tours where flights are already included. Expenses for TUI agencies and agencies Gebeco has shares with are also included in this cost block. Considering the cost distribution, these expenses are charged to local added value. The cooperation with TUI and Gebeco provides many opportunities for independent agencies which likewise increases Gebeco's effect on their quality standards and sustainable management. The tour operator, therefore, welcomes cooperations with them. Attention must be paid to appropriate balance.

About 19% of the expenses relate to offices, as for instance personnel costs, fees for German guides and travel agency commissions. The expenses of the office decreased a little since 2014/15. Reason for this are increased travel agency commissions and increased personnel expenses.

A very small percentage of total expenditure is made up by other expenses as e.g. travel insurance.

Compared to the reporting year 2014/15 the total business expenditure has increased. Main sources are international expenses, expenses in the host country and office expenses.



## 2. CSR Management

### **Working group CSR**

Gebeco has introduced a working group dedicated exclusively to sustainability. It is not only about the recertification process. The working group CSR meets at least once a month to implement the improvement program, to consider suggestions for improvement made by employees, to take actions and to write the sustainability report. The members joined together without regard to hierarchical structure and currently (June 2019) consist of one department manager (Jens Hulvershorn/head of marketing), one team leader (Nicole Prey, head of Visa Service department and compliance speaker and four specialists (Sandra Wiese, Operations/ Franziska Schneider, Product management Europe/ Swantje Grunwald, Product management Asia/ Alicia Kern, corporate communications).

The working group is well prepared and is being represented by almost every department that is able to influence sustainability. The managers Ury Steinweg and Thomas Bohlander regularly participate in the meetings as well.

### **Compliance**

"It takes 20 years to build a reputation and five minutes to ruin it". (Warren Buffet) Compliance is a major issue at Gebeco. By having connection with TUI, Gebeco abides by the TUI code of conduct (corporate guideline). Nicole Prey who is at the same time member of the working group CSR is the compliance speaker. Ury Steinweg is the compliance officer. Each new employee receives a personal training by the compliance speaker and longterm employees receive a follow-up every 2-3 years. On top of that, every employee has received an „integrity passport“ for their office desks where all compliance guidelines are clearly summarized. "Child protection" and "Human rights in tourism" are components of this integrity passport as well as oft he trainings. A handout is available on the intranet. New managers additionally receive a training in antitrust. The issue of compliance is regulated with business partners via framework agreements.

### **Child protection codex**

Within a mutual campaign, ECPAT (working group for child protection from sexual abuse), UNICEF (child welfare organization of the United Nations), WTO, World Tourism Organization and the European Commission developed in 2000 a

code of conduct on the protection of children against sexual exploitation. This code of conduct was signed by DRV one year later. Gebeco supports the campaign and is one of the signatories on the code of conduct for child protection. In 2012/13, almost 60 000 guests were travelling with Gebeco and received a brochure on ECPAT with their travel documents. This brochure can be downloaded by clients on the internet or by employees on the intranet since then. Gebeco guests has been informed once again in spring 2019 about the subject of child protection via E-Mail newsletters, PDF-flyers and Facebook posts. The Gebeco Website has a subpage in sustainability „Dedication child protection“ which is kept up to date and is being provided with new information on a regular basis.

New employees and trainees are being made aware of the subject of child protection which is contained in Gebeco's guidelines. All employees have demonstrably participated in the online training on the subject of „child protection“ by ECPAT. New employees are going to catch up on this one. The internal Gebeco Newsletter keeps the staff up to date on the subject of „child portection“. The last time was in the newsletter at the beginning of 2019.

Gebeco expects international business partners to share the responsibility and to follow the guidelines. With their signature in the agency agreement, agencies confirm to implement those guidelines during Gebeco's travel programs. To keep attention on this subject, Gebco sent out a special newsletter on the subject of child protection to all of their DMCs. Gebeco tour guides and travel agencies have received PDF flyers with educational information as well.

### **Human rights care**

Human rights and tourism are closely interlinked. Several tourism companies face the challenge to encourage international partners to respect human rights in their country and to identify issues and barriers. Universal respect for human rights is therefore an important element of corporate policy. Gebeco respects the "global code of ethics for tourism", a binding code of conduct for touristic businesses, having environmental protection and respect for human rights, anchored in the

company's philosophy. What is more: "Being employees in tourism we meet people we work for or people with whom we work together whether they are clients, employees or the people in the hosting countries. We respect their human dignity and their human rights." - this is the first sentence of the commitment on human rights in tourism, Gebeco has committed to on 07.10.2013. Gebeco is a founding member of "Roundtable for Human Rights" complying with obligations that are given with it. If any guest discovers maladministrations on one of the tours by Gebeco, they are being asked to pass this information on to menschenrechte@gebeco.de. Tour guides are also being sensitized for respect of human rights, either by having an appropriate training in Germany or abroad, or with help of the travel guide handbook.

### Partnership economies/contract

When selecting international partners, Gebeco ensures that the created economical values remain in the country with their employees. The framework contracts were revised within the scope of sustainability efforts over the last couple of years. Since 2012/13, they include a supplier code with the subject of compliance and a clause for sustainability and human rights in tourism. A new annex on driving and resting periods of drivers has been added in 2014/2015. DMCs are obliged to comply with driving and resting periods. Meanwhile, a passage on the Code of Conduct has been added to the contracts

### Legal conformity and insurance

As a sustainable company, Gebeco guarantees its compliance with all statutory obligations and is also insured against many risks. This includes, for example, business liability insurance, legal costs insurance, foreign travel insurance for staff members during business trips and many more.

### 2.1 CSR training

At the beginning of 2014, Gebeco asked the Kate Academy in Stuttgart to develop an internal company e-learning program on the theme of "CSR in tourism and at Gebeco". Consequences of global tourism from an economic, an ecological and a social point of view; concepts and criteria of sustainable tourism and sustainable tourism by the example of Gebeco are some of the contents. The program was provided for all employees, specialists and executives as well as for trainees. Since then, all new colleagues have access to the program

on a regular basis. The working group CSR has readapted the content in 2014 after successful recertification. Apart from the mandatory compliance training, topics as corruption (grants in particular), data protection and handling of confidential information are part of the training courses on the subject of compliance. The subject of human rights and child protection are fixed components of every compliance training since 2014. One of the topics of this sustainability course is being highlighted in each internal newsletter at the beginning of the month. The topics of CSR and sustainability play also a role in training the local and German travel guides. There is an ongoing discussion on what travel guides can do to make their tour even more sustainable and how to inspire travelers to consciously approach nature and culture in the hosting country. Every tour guide receives a handbook with an extensive chapter on sustainability. The issue of child protection is supposed to be included into travel guide trainings as well.

Meanwhile, the sales team has been involved in the subject of sustainability by including topics of sustainability and CSR into trainings and events for travel agencies. The effect is to be able to positively influence travelers on their travel decisions.

### 2.2 Awards

Gebeco has already received many awards for originality and creativity of its travel concepts, but also for its sustained efforts: Gebeco won the „Spain Tourism Award“ by the Spanish tourist office for „Cultural and roundtrips“ with a sustainable character for the study travel tour „Kastilien und die unbekannte Extremadura“. Gebeco received the „Golden Palm“ (German travel award) in 2018 for its theme year concept of „Connecting people“ which served as an appeal for mutual exchange and understanding between different cultures. Gebeco was also named as „TOP-training workplace 2018“ by IHK-Kiel who certifies the high quality of education at Gebeco. Additionally, Gebeco received the Globus Award once again. A survey among travel agencies by Touristik Aktuell brought Gebeco the 3rd range in the section „Best travel agency service special tour operator“. The position acknowledges the good collaboration between the Gebeco team and the travel agencies. In 2016, Gebeco has won the TravelOneCompass, a highly coveted prize by a renowned touristic trade magazine. The study travel tour "Natural Treasures

in Southern Africa” including a trackers’ project has been ranked first by 1000 travel agencies. You can find a list of all awards on the Gebeco Website. The tracker project attracted even more attention: It landed in the Top 3 of sustainable initiatives at the sustainability award of the German Travel Industry Association, called EcoThrophea 2015. At Europe’s largest environmental (technologies) award, the GreenTec Awards, Gebeco landet with its tracker project in the final rank among the top ten winners.

**2.3 Improvement program and Gebeco standards**

The improvement program is a significant part of the recertification by TourCert. It documents Gebeco’s effort to more sustainable economy and to continuous improvement. Employees are invited to participate as well. The working group CSR set up its own e-mail address for ideas and suggestions.

<b>Improvement program</b>		● outstanding	● in progress	● done
Objective	measures	when	status	
<b>CSR Management &amp; Company</b>				
Strategic prioritization of essential fields of action and satisfaction/NPS anchoring of measurability of target achievement in the improvement program	create measurability by indices: Employee satisfaction/customer product range sustainable tours	2017	●	
Internal sensitization and support of cultural change in the company via practical actions and trainings	make sustainability perceptible, find new ways to mobilise. Sustainability patent/ newsletter/child protection training	2017/18	●	
Survey of CSR Evaluation is to be prioritised and to become part of the affected persons. Focus on employees/DMCs stakeholder dialogue and a continuous improvement apart from the following recertification	survey results are being discussed constantly with	2017/2018 2018/2019	●	
Child protection	increase in information exchange with our stakeholders on the subject of child protection (travelers, employees, DMCs, travel agencies, travel guides, facebook), see below under stakeholders	2019	●	
Aid projects	India: Apna Jatan Center; Nepal: Shree Rudrayani; School; Myanmar: Taung Ba school; Namibia: Trackers’ project; Myanmar: school at Inle Lake/school garden	2017/18 2018/19	●	
Work group for sustainability	6 employees from departments as Product management, operations, Public relations, marketing and compliance	2017/18 2018/19	●	
Recertification	Sustainability report for TourCert	30.06.19	●	
<b>Employees (e.g. satisfaction, trainings, communication)</b>				
non-hierarchical development (referring to employee survey: - for every employee. One subject from the training is being presented in the internal newsletter every month Child protection training for every employee development and training)	CSR trainings: Compliance trainings	2018	●	
	possibilities of career development and trainings are being communicated	2017/18	●	
	possibilities of internships, try-out days for employees in other departments	2017/18 2018/19	●	
	management workshop for leaders	2019	●	

Setting high value on the opinion	meetings within the team to strengthen cooperation and trust, information. Implementation of suggestions Made by employees of all employees (referring to the employee survey: appreciation	2017/18	●
Measures promoting working conditions health and the employees' well-being	Representative Body for Severely Disabled Employees has been founded	2019	●
	regular Gebeco health day, sports, back school, etc.	2017/18	●
	financing of computer glasses when meeting the Necessary indicators	2018/19	●
	Handling of free Famtrips/communication via Intranet	2016	●
	Gebeco provides interest-free loans for Jobbikes/E-Bike). Monthly installment is adjusted to the individual monthly paycheck.	2017/18 2018/19	●
	Installation of external blinds in south wing as sun and heat protection	2016	●
	Party for 40th year-anniversary with employees and stakeholders	2018	●
Results of staff survey	survey is being evaluated and specific measures are being taken. Results of staff survey are being communicated transparently. Measures are presented to employees. A periodic update by Management on successfully implemented measures	2016/17	●
	lift employee satisfaction and commitment: measures on personnel development. Examine development using particular measures. Increase the result of the survey of 2017 from 57 to at least 65.	2019	●
Salary (referring to the employee survey: salary)	transparent communication of the salary system	2017/18	●
	implementing a meritocratic bonus model	2017/18	●
Employees are being informed and sensitized on the subject of CSR/sustainability	welcome folder for new employees for a quicker orientation	2017	●
	the sustainability report is being published on the intranet. The newsletter points it out. The representative of sustainability is being named in the imprint	2017	●
	Implementing a training plan and publish it on the intranet and newsletter for the employees; include CSR elements for employees and offer specialized CSR trainings	2017/18	●
	Online training on the subject of child protection by Ecpat is being rolled out for all employees. Child protection is a focus in every compliance training	2017/18	●
	subject of sustainability is being implemented into the catalogue training (sustainable element in best selling tours, visit of aid projects)	2017/18	●
	find sustainability patents in different departments and train them (business economy)	2017	●

<b>Business partners (e.g. incoming agencies, accommodations, tour guides, business partners)</b>			
Incoming agencies	Gebeco requires compliance of driving and rest periods. (annex to the business contract. All DMCs have taken note of this and signed it	2018	●
	intensified exchange of information on the subject of child protection reaching in accommodations, local guides, e.g. via child protection flyers.	2019	●
	all DMCs are being obliged to participate in the business partner survey with the aim to improve which being a basis of the cooperation. Sending out of the new agency contracts including a new pass on the code of conduct. Monitoring of the signed responses.	2018	●
	qualification programme for DMCs (e.g. e-learning). Support of DMCs on their way to sustainable management and assistance with opportunities for further trainings	2018	●
	presentation of the sustainability report to the DMCs on the ITB, handing over one copy and invite a dialogue	März 2017	●
Travel agencies	implementing of actions concerning travel agencies and customer communication for a stronger CSR positioning by Gebeco. Ascertainment of CSR in sales and release of multiplier effects	2017/18	●
Tour guides	tour guides put focus on giving guests enough information to contribute to child protection (actively/detailed/comprehensive). Subject of child protection will be highlighted in trainings of tour guides. Tour guides are requested to sensitize the guests on the subject of child protection	2019	●
<b>Product palette and design (e.g. offer palette, product design, CO2 emissions on travels)</b>			
Increase in sustainable	every product department annually revises at least one Program on best-selling best selling tour implementing more sustainable aspects. Tours Sustainable aspects are being named under included service, according to the work assignment sustainable tours 2019. Development of a guidance list with CSR criteria for best-selling tours and presenting it to all product managers (including a list of all relevant seals and labels)	2017/2018	●
	Increase in the number of guests we bring to our aid Projects	2017/2018	●
Quality control of sustainable	expansion of sustainable travel products and its verification Tours (labeled tours) (catalog texts, projects visited, hotels, etc.) Product Management fills in a checklist for sustainable tours while creating new tours	2017/18	●
Improvement of the ratio of CO2 per traveler and day	focus on creating tours which can be combined. Increase of combination trips from 6,9% in 2018 to 8,5% in the catalogue extended stay in destination of 2019.	2017/18	●
	Increase of Pre,- and Postprograms.	2017/18	●

<b>Clients (e.g. satisfaction, information, communication, response rate)</b>			
Increase of client satisfaction to over 90%	New Print survey, in addition: Online feedback survey	2019	●
	optimisation of guest feedback: Guest feedback is being recorded from the booking which allows a quick reaction – better service, feedback is being taken into account before or during the tour – lower complaint rate, establishment of a cross-functional information base for future customer relationship management projects. Guest feedback needs to be recorded once in the process	2017	●
	increase of the response rate for trip evaluations by 60% to be able to improve the quality where necessary.	2018/19	●
	periodic reporting of trip evaluations to DMCs is obligated NPS is to be increased from 40 in 2016/2017 and 48 in 2017/2018 to at least 50 in 2018/2019	2019	●
	Project 365: new trips can be booked during the year before the publication of the catalogues. All trips can be optimised depending on customer requirements during the year	2019	●
	implementation of the online Gebeco Forum: more content/service/exchange for our clients, e.g. sharing of travel experience, single travelers can find roommates, more quality due to more feedback. Communication rules are being monitored internally	2019	●
	Installation of a new E-Mail system (E-Mail Tracking): more efficient categorization and administration; quick response to customer requests now possible, optimised online consultant	2017	●
Possibilities of CO2 compensation	More effective advertising of carbon offset amongst clients and measurement of participation	2019	●
Child protection	References; DO's and DON'ts are being pointed out on our homepage. Guests receive special information on child protection.	2019	●
	Link to Fair Unterwegs Homepage on our sustainability website.	2018	●
	subject of CSR is being pointed out on the Gebeco homepage. Within the internet relaunch the commitment on sustainability and the participation opportunities are being presented to the clients	2019	●
	catalogue with criteria for sustainable tours is available for download on the homepage	2019	●
<b>Company ecology (energy, paper, purchase, compensation flight business trips)</b>			
cleansing	environmentally friendly substances are being used instead of aggressive cleaning products	2017	●
Safe energy	installation of solar system on the roof	2017	●
	expansion of the solar system by 50%	2019	●

Paper	Decrease of paper waste: paperless office where possible, duplex printing is standard setting. Change of first shipping and literature list to digital dispatch. Usage of Steinbeiss paper for our catalogues	2018/19	●
	Installation of a new email system (email tracking) as a further step towards a paperless office	2017	●
CO2- compensation/business trips	business flights which take place as part of of business trips are being compensated by 100%	2017/18	●
	trips to the ITB are carried out by train instead of the bus/company car	2017	●
Business trips	ITB trips are being carried out by train since 2018.	2018	●
CO2 compensation	The printing of catalogues is being CO2 compensated	2019	●

### Standards at Gebeco

#### CSR Management and corporation

working groups on the subject of sustainability      Working group CSR meets at least once a month

#### Employees (e.g. satisfaction, trainings, communication)

Development of leaders	<p>every new station manager visits an appropriate workshop</p> <p>every new manager receives a training on compliance and CSR in addition to regular leader workshops</p>
Development of specialists	<p>Every new specialist employee gets a training on compliance and apprentices and CSR</p> <p>All new specialists attend a value workshop. The invitation for all new employees for an open exchange on the subject of „values at Gebeco“ is actively embodying sustainability at Gebeco. This concept is focused on concretisation of the word sustainability so everybody understands where at Gebeco sustainability aspect play a role.</p> <p>Every new apprentice receives a training on compliance and CSR</p> <p>Tourism apprentices get deeper insights in the exhibition world of Gebeco by accompanying certain colleagues to regional trade fairs.</p> <p>Workshops for apprentices: different non-touristic departments like PR or marketing &amp; sales present once a year their daily business to the trainees in the form of one to multi day seminars by using theoretical and practical exercises</p>
Measures for support of working conditions, well-being and health of employees	<p>course programs like "spinal school", "Active Shortbreak at work" and „Yoga“, etc.</p> <p>Participation in action "Bike to work" by BKK</p> <p>Gebeco takes over the registration fees for the annual Kielrun and the Business run</p> <p>Company doctor checks the ergonomics and the workplace situation of employees</p> <p>Safety specialist checks possible workplace exposure and initiates fire drills etc</p> <p>free flu vaccination</p> <p>mobile massage service</p> <p>in-house sports: Beachvolleyball, curling and bowling</p> <p>update of discounts for employees, looking for new opportunities, keep the employees up to date</p>



	<p>3 Gebeco bikes are available for free during lunch break</p> <p>Invitation for lunch for trainees and specialists together with the CEOs -&gt; exchange</p> <p>All measures are being centrally stored</p>
Company events	<p>periodic „Gebeco-end of work evenings“</p> <p>summer party</p> <p>christmas party</p>
Employees are being informed and sensitized about the Subjects of CSR/sustainability	<p>this subject is being presented regularly on the annual general meeting and on further company events</p> <p>CSR &amp; well-being has its own section in the internal newsletter and is dedicated to present different aspects of sustainability</p>
<b>Service provider, business partners (incoming agencies, travel agencies, travel guides)</b>	
Travel agencies	CSR/sustainability is a topic in every training and event for travel agencies
Zielgebiets-Agenturen	Regelmäßiges Feedback zu Reiseauswertungen
Incoming agencies	<p>periodic feedback on travel evaluation sheets travel guides</p> <p>German and local guides are being trained in the subjects sustainability human rights and child protection.</p> <p>Every guide has a guide’s manual including a detailed chapter on the subject of CSR</p>
<b>Guests</b>	
Increase of guest satisfaction and improvement of the response rate	<p>Minutes are kept during regress rounds and quality meeting</p> <p>guest feedbacks are being evaluated and passed on to relevant product managers who pass the information on to the incoming agencies guests are being sensitized</p>
Gäste werden für das Thema Nachhaltigkeit sensibilisiert	<p>Tour guides are being trained and asked to remind guests of the for the subject of the subject during the tour sustainability</p> <p>Sustainability is being presented on the first page in the catalogues</p> <p>certain sustainable tours are being labeled in the catalogues and on the internet</p> <p>Link to sustainability page on the start page</p>
<b>Community involvement: social commitment (charity projects, initiatives)</b>	
Charity projects	Gebeco promotes projects of its own and “third-party” projects on site
roundtable human rights in tourism	regular meetings
Furouris	regular meetings
DRV, Ecpat and other	Gebeco representation
<b>Company ecology (e.g. material procurement, electricity, environmental awareness)</b>	
Gebeco’s service providers act in the sense of sustainability	ervice providers, especially the cleaning staff are constantly being instructed about importance of waste separation, heating, energy etc.
Guideline consumer goods (Fair Trade, Bio, regional)	identify eco-fair supplier and criteria and formalize in a procurement guideline
CO2 compensation/business trips	business flights in regards to business trips are being compensated by 100 %

## 3. Clients

### 3.1 Client satisfaction

Client satisfaction has increased from 89,4 (2014/15) to 90,8 % (2017/2018). The complaint rate was regressive (2017/18) and now lies at 2,7 %. Gebeco has recently revised the evaluation forms and reconfigured a new online-feedback-form in addition to the print evaluation form. Guests receive a „Welcome-Home-E-Mail“ which includes the link to the online feedback form. The response rate is now at 24%. Gebeco works on a concept to increase the value.

In 2019 a new module was developed for the inhouse system GBC3 which is supposed to optimise the customer feedback. The feedback is now being recorded from an active booking. This allows a faster reaction and therefore a better service for guests.

The Net Promoter Score (NPS) was successfully integrated into the system, determined by feedback forms of the quality management. NPS is based on a uniform calculation of recommendation to allow an internal and interdisciplinary comparison.

In order to determine the NPS, Gebeco is researching how likely the guests are going to recommend their tour. If the client is checking on a scale from 10 (highly probable) to 0 (highly improbable) the box 9 or 10 he is valued as „promoter“, as someone who will recommend. Guests who give a score between 6 and 0 are recognized as critics. Ratios between 8 and 7 are noted but not included in the calculation although this numbers also express satisfaction. By dividing the number of promoters and critics by the number of respondents, you get the NPS from the difference of both ratios. This value increases constantly at Gebeco and ranges currently at 48%.

To make sure that the NPS value continues increasing in the future, Gebeco introduced a monthly analysis of the value. This analysis is being presented and discussed with employees and incoming agencies. Working all together, solutions can be found quickly this way.

### Key supervision

The key supervision lies at 14,5 in 2017/2018 (excl. Small groups 15,5). The average group size is

below 20 which allows a reserved appearance in the host country.

### 3.2. Client information

Gebeco informs clients and travel agencies via different sources. The most important information channels are catalogues and the website. In the fiscal year 2017/18 eleven Gebeco – experience countries catalogues have been published (Africa & Orient, America, Asia, Australia, New Zealand & South Pacific, Central-, Northern- and Eastern Europe, Southern Europe, active tours, private tours, experience cruises by TUI Cruises, small group tours, theme year tours), adhoc groups and goXplore. Details such as travel duration, prize, maximum, minimum and average group size and included services are presented in a transparent way in the catalogues. Characteristic features of a tour are highlighted. The itinerary is described in details and is complemented by the cartographic image of the routing. Introductory pages are placed at the beginning of the destinations including tips and supporting information. Bike and hike tours include driving and walking durations and differences in altitude. The level of difficulty is being labeled by hiking boots or bike pictograms.

Furthermore, the catalogues and the website include special sustainable tours. Appropriate symbols mark those special tours which cover different aspects of social and ecological sustainability. Sustainable tours are going to be highlighted separately in the new catalogues of 2020.

The section „sustainability“ is highlighted on the first page on the Gebeco website. At the beginning of the sustainability section the guests will find a link to the topic „fair on the way“. All interested people will get 5 tips on how to stand up for a sustainable travel world. The criteria catalogue for sustainable tours which is required by Gebeco can be found here as well.

**Additional dates and prices** for the first quarter of the following year are not necessary since 2017/2018. Gebeco allows booking release in April for tours until the end of April following year which makes the additional brochure redundant. Information about booking release can be found mainly via online media. Consequently, Gebeco

avoids a resource consuming printing of a whole brochure per year.

Postal **client mailings** provide interested clients with information about issue dates of the new catalogues and special events. Other direct marketing measures are: newsletter e-mailing four times a month and distribution of client magazine "Fernweh/Wanderlust" 2 times a year.

Most of the Gebeco guests get their information via travel agencies and book there as well. All tours can also be found and booked on the **website** [www.gebeco.de](http://www.gebeco.de). Apart from services as catalogue orders, contact details and online catalogues, clients can book directly on the website. Further features: For example, clients are able to check the availability of flights. Additional information on catalogue trips is updated daily. The website has an extensive and thematic search function, allowing a query by countries and travel dates. The travel description is also supplemented by detailed instructions on country-data and history as well as practical tips on entry requirements, climate or currency. The website has been completely updated in 2017/2018 to satisfy the changing customer behaviour. The dialogue platform „travel forum“ is new. Website guests are able to evaluate their trips, ask questions and find travel partners e.g. for sharing a double room.

The **service center at Gebeco** is an elementary department concerning client information. Gebeco has its own call center. The call center receives every day calls from clients or travel agencies who have questions concerning the tours. The service center is consulting weekdays from 8am – 8pm and Saturdays from 9am – 1pm. The Gebeco website offers a chat function during this time period. A new E-Mail tracking system has been implemented in 2017/2018 to optimise the consultation and the service for clients. It allows an efficient categorization and management of customer requests. After having evaluated the new tracking system it might be extended to other departments who have contact with customers.

If a trip is booked, every client gets within 14 days at the latest a detailed booking confirmation including visa and insurance information. Additionally, they receive the access to an electronic list of travel guidebooks where they can choose one according to a point system. After the order they receive their book with a separate shipment. Guests

on Gebeco experience travel tours receive their guidebook already with their booking confirmation. The changeover to digital dispatch of travel confirmation was in 2018/2019. The digitisation allows Gebeco to considerably minimize the paper consumption and save mailing routes.

**Travel documents** are being sent by mail to guests 26 days prior to the trip and include, among other things, a voucherbook and luggage tags.

In the hosting country, the **Gebeco tourist guides and study travel guides** inform the guests. They show their country in all its multifaceted glory. Their tasks also include sensitizing travelers to responsible interaction during their visit.

The channels of client information and the travel documents by the brand goXplore differ from Gebeco. GoXplore releases an annual print catalogue as well, however, the trip description is not as extensive. They contain the most important details concerning the travel duration, price and services; itineraries are summarized briefly. The catalogue has a reference to the "Trip Dossier" which contains detailed information e.g. about the hosting company, practical tips for health, money and emergency contacts. This trip dossier also includes a checklist for luggage and documents. goXplore travels have international guests which is why the language in the trip dossier and during the tour is English. Travelers get their travel documents/ voucherbooks as a PDF document via e-mail. This way, unnecessary material waste like travel documents, luggage tags and literature is being avoided. A variety of other tours can be found exclusively on the homepage [www.goxplore.de](http://www.goxplore.de). In line with the young and internet-oriented target group the information is mainly provided on the internet.

#### **Sensitization for responsible travelling**

Sensitive approach towards hosts is Gebeco's philosophy since the company was founded. Clients can get information about this philosophy and socio-environmental commitment of the company under the item "sustainability" on the company's website. Aid projects are introduced in detail. In travel documents, information about the subject of sustainability can be found as well. In the fiscal year 2015/16 the working group CSR added a page to the travel documents appealing to clients to pay attention to the situation concerning human rights and child protection on-site. If clients

note a critical situation they are asked to send an email to menschenrechte@gebeco to inform the working group CSR about the case. Moreover, tour guides are strongly advised to sensitize travelers to responsible interaction while visiting the host country.

Gebeco created a survey on client information within the scope of certification by TourCert. 26 employees from the departments service center and operations have participated in the survey. The choice for those two departments was made because other departments don't have direct customer contact and don't have customer consultations. The CSR index achieved 55%.

85% of the responded persons confirmed the statement: „I receive trainings regularly“. Employees in service center and operations receive trainings on countries, modules, new products and Gebeco compliance. Additionally, they participate in the online training by Ecpat on child protection. 65% confirmed this. 100% were expected due to the fact that trainings on child protection and compliance are mandatory. Gebeco can verify the participation of all employees in the child protection online training by Ecpat based on present certificates of participation.

Only 30% stated to have received a training on „sustainability of travel offers“ which shows that Gebeco needs to put more emphasis on the subject of sustainability during their annual catalogue trainings.

The statement „I know about the TourCert certification“ has been affirmed by 88%. The statement „The booking and consultation process has a standardized work flow which is being followed.“ Received very good values between 96 and 100% as well as the statement:“We point out the minimum and maximum number of participants of a tour.“

The statement „We offer rail&fly for our customers who booked flights“ was confirmed by only 46% which is surprising. There is an easy explanation for this, however. Gebeco has been offering a free rail&fly ticket to all guests who booked flights with Gebeco for years. All travel documents include this ticket and this became a matter of course by now. According to the survey, the opportunity of CO2 compensation of flights is not pointed out explicitly enough by Gebeco. Gebeco does inform about it on the homepage but the CO2 compensation of flights is not integrated into the booking process at that point. Every booking confirmation will include a hint to a possible CO2 compensation by sharing a link to a CO2 calculator on the Gebeco website.

Very good values can be found in the sections „Info about Child protection codex“, „human rights, locals and nature“, „appropriate behavior on site“, „cultural heritage“ and „security measures in the host country“. Very well trained Gebeco tour guides have a great impact on these aspect when they share their knowledge on site with the guests. Gebeco also receives a very good value of 92% in the section „literature“. All guests receive chosen travel guide books for their trip. Those can be chosen on the Gebeco website by using a certain point system. Guests get the log in in their E-Mail along with their booking confirmation.

The image shows a survey form titled 'Bitte schreiben Sie mir, wie Ihnen folgende Kriterien zur Überzeugung bzw. wie sehr Sie einverstanden sind (empfohlen)'. The form is divided into sections for different aspects of the travel experience, such as 'Planung der Reise', 'Service', and 'Transportmittel'. Each section contains a Likert scale from 1 to 5 and checkboxes for specific criteria. The Gebeco logo is visible at the bottom of the form.

	2017/2018	2014/2015
CSR -Index Customer information	55,00%	48,00%
Satisfaction index Customer	90,90%	89,40%
Response rate of customer survey	24,35%	25,50%
Key supervision	14,5 (without small groups)	16,5

## 4. Employees

### 4.1 Workforce structure

Gebeco currently employs a staff from several different nations. Combining part-time and full-time employees, Gebeco had 189,83 permanent employees in the reporting year 2017/18. 138 are female and 61 male. Beyond that, Gebeco had 22 trainees in 2017/18.

80 employees are over 40 years old, the average age in the Gebeco family is 37 years. Almost half of the staff remained loyal to the company for over 10 years. Besides employees who have a weekly working time of 40 hours, 30 employees work part time which varies from 40% and 90%. Especially mothers benefit from this. The solidarity in the company is strong. New and open-minded employees have a chance to integrate really quickly.

Gebeco had 29 executives in the reporting year 2017/2018. In general, the company prefers to fill open manager positions with internal placements. Two thirds of those positions have been filled internally. Of the 29 managers, 8 are women (27,5%).

	2017/ 2018	2014/ 2015
Total employees full-time equivalents (full- and part-time staff, incl. trainees excl. employees on parental leave)	189,83	184,6
full-time	143	148
part-time (incl. temporary staff)	33	34
number of apprentices	22	17
number of women (incl. part-time, excl. trainees, + employees on parental leave)	120	110,35
number of men (incl. part-time, excl. trainees, + employees on parental leave)	52,75	57,25
executives women	8	11
executives men	21	23

### 4.2 Personnel development Competence models and annual performance reviews

Which competences do I need to do a very good job? Which competences do I still need to acquire? How do competences between senior managers and specialist staff differ? To give employees effective guidelines and to give managers a framework for evaluating their employees, Gebeco created so-called competency-models for specialists and executives. Performance reviews are based on these models and take place once a year in order to evaluate working duties and to set goals for personal development.

Workshops with all employees have taken place in 2013 in order to revise the competence models. All employees were expected to present their thoughts about competences they need for their work at Gebeco. The new competence models and the resulting annual performance reviews have been used since 2014.

#### Training

Apart from analysis of the status quo, annual performance reviews provide the opportunity of defining joint objections for technical and professional development. Apart from this training program, Gebeco offers to individual employees fam trips, English courses, in-house IT courses or external seminars. Gebeco also provides individual coaching or covers the costs for an accompanying course of studies. These are supporting measures for professional development of employees and managers which are supposed to bind employees to the company long term.

The opportunity of professional development and training have been communicated to employees in 2017/2018. Opportunities for guest work in other departments has been created. Employees get the chance to work in another department for a period of time to be able to understand the work flows and processes better. New employees participate in a communication workshop to get a better comprehension for the information exchange among colleagues and as well as during contact with guests. Participation in the value world workshop is also a fixed component during the training period. New employees get to know Gebeco as a sustainable employer who is oriented towards company philosophy, company principles

as employees orientation and who works on the realisation of management guidelines.

### **Education**

Gebeco has been awarded several times by the Chamber of Industry and Commerce (IHK) for outstanding training programmes. Gebeco's trainees have been awarded for their successful vocational qualification. IHK Kiel has awarded Gebeco in 2018 for its outstanding educational management with the award „TOP training workplace“. Gebeco provides a professional training to young people since 1982 in order to take all trainees in permanent employment afterwards. 58 of the current employees have completed their education in the company. Now, they are working in various areas including leading positions. Two of the colleagues are department managers, seven are team leaders and 49 are experts. Five experts are currently on parental leave.

In the current apprenticeship year 2019, Gebeco offers trainings in the following two occupations: Tourism and Leisure and IT specialist. Further apprenticeships are in occupations like marketing specialist and warehouse clerk. The focus is however on the area of travel. Tourism apprentices pass during their training period of 3 years through 6 departments. The training is accompanied by an internship in a travel agency during the second training year when they get to know the cooperation with travel agency partners from their point of view.

Apart from personnel officers, trainees are also supported by station commanders. An exchange of experience is being held in regular meetings of station commanders and personnel managers. Regular feedback meetings ensure that the actual educational level is documented and necessary trainings on system applications or work techniques take place.

### **Trainee Program**

Employees with great potential are being prepared in an eighteen-month-traineeship for executive tasks. Those selected employees learn all duties of a product manager/team leader and get to know all relevant departments. Afterwards, they are highly qualified for a management duty.

## **4.3. Working conditions**

### **Flexible working hours model**

Gebeco supports a flexible work time model. The regular weekly working period is 40 hours. Overtime hours are being credited from the first minute. Work time account ("Traffic Light Account") stores positive and negative time balances. This creates mutual flexibility. During peak business periods, employees are working beyond the 40-hour-limit. In quiet times they can spend their additional hours enjoying free time. In exceptional cases, overtime is being paid. According to the needs of employees and the company, individual and flexible agreements can be made for part time employees. Currently, 33 employees are working part time. The flextime model applies to them as well.

### **Transparency of salary**

All employees has been informed about their right to information about their salary in relation to colleagues. Therefore they can always schedule a meeting with th HR manager. The aim here is to create more trasparency about the company salary structures and about standards of job evaluation.

### **Bonus program and annual bonus**

Based on earlier employees surveys, a bonus program and an annual premium have been implemented which is supposed to ensure a suitable value for good work. At first, this bonus model has been implemented for certain chosen departments in 2017/2018 to observe the development and to gain experience. The annual bonus apply from the fiscal year 2017/2018 to all authorized recipients and is tied to company targets. The height of the targets is known by the works council. If the targets are reached the bonus is being paid at the end of the fiscal year to every authorized recipient.

### **Social benefits**

Extra-statutory vacation entitlement, employee discounts (e.g. for Gebeco travels), capital-forming benefits, free corporate loans for purchasing a bike for the way to work, Riester pension, Christmas and vacation bonuses, gifts for birthday, wedding and childbirth, special payment for 10th, 15th, 20th, 25th, 30th, 35th and 40th anniversary: Those services are Gebeco's way of showing appreciation of its employees.

### **Health promotion**

Mobile massage, Yoga classes, spinal school, corporate sports programme: Gebeco supports a lot

of activities which benefit health. By having regular site inspections, air, light and seating positions are being optimized. Employees can get regular check ups by the company doctor. Health insurance check ups during working hours and longstanding free flu vaccinations are further services. The company's health insurance TUI BKK takes over the costs for vaccinations which are needed for foreign travels. If the doctor recommends computer glasses, Gebeco partially covers the costs. In case of permanent illness, Gebeco makes with appropriate clinical indication a progressive reintegration possible. The company integration management consists of representatives from the works council and a representative of the employer.

Health promotion measures in 2017/2018 are as follows:

- › company sports: beach volleyball, soccer, bowling, curling, Kiel.run
- › mobile massage
- › fit into spring/spinal school
- › TUI BKK: online course on the topic Diet my WEIGHTcoach and myHEALTHcoach
- › eye examination (prescription of glasses for screen work)
- › flu vaccination
- › first aid course
- › campaign: "By Bike to Work", by AOK
- › operational integration management for colleagues who had at least 30 days of sick leave during a period of 12 months.
- › Gebeco bear the costs for the registration fee of the KIEL RUN 2016 and 2017 and the BUSINESS RUN 2017

Many employees participate in company sports to spend time together outside the office.

### Internal communication

The Gebeco Newsletter is an essential component of the internal communication which is being e-mailed to all employees by the department of communication once a month. Heads of departments are being asked about all important subjects. This newsletter especially informs about the economic situation, new products, current events, staff news, etc. Every Gebeco insight introduce one department to improve understanding among different departments and to optimise inter-divisional work processes. Employees are also being informed about different work groups and their projects.

The section "CSR and well-being at work" increases awareness on sustainable commitment among

employees every month. Employees are being asked to extend this section by adding their own tips and hints.

Further information as an internal exchange platform and company agreements can be found on the intranet.

All new employees receive a digital „welcome folder“ on their first day. This folder welcomes the new employees and help them with several tips to get started. Important information as company philosophy and tips for a smooth lunch break can be found in there. New employees also get to know how to use the company bikes, are being informed about financial support for screen glasses, about the mobile massage and about the idea of a paperless office.

Gebeco-evenings take place several times a year. The beginning of this event is used to inform about cross-departmental trends, e.g. results of a working group or the presentation of a new cooperation. Furthermore, information and results from the annual general meeting, regular staff meetings and management meetings are being disclosed in a weekly management meeting.

### Secure Jobs

The firm objective is a personnel policy with a long-term commitment of qualified employees. Despite several crises in tourism (Sars, 9/11, etc.), there were no compulsory redundancies. Owner-management, flat hierarchies, rapid decision-making and flexibility are fundamental when dealing with market changes.

### Leisure activities at Gebeco

According to the motto "Together we are strong: business before pleasure", Gebeco plans regular Gebeco-evenings. The beginning of this event is used to equally inform all departments about company trends, e.g. results of a working group, an aid project or a new cooperation. In the end, the evening is being celebrated in the community area "Sky Lounge" with food and drinks, provided by the company. Personal contacts outside of work are being established and the "we-feeling" is being strengthen. Gebeco summer and Christmas parties are further highlights of the company leisure activities. Especially the 40th company anniversary and 90 years of Dr. Tigges have been big parties in June 2018. Apart from employees, their family members and partners were invited as well. Gebeco celebrated the anniversary with long-time business

partners at a dinner in Kiel and during the ITB in Berlin as well. Gebeco always pays attention to order regional or/and BIO products for all company events with food and drinks. Plastic dishes, cutlery and cups are not being used.

### **Workplace**

Employees work in a modern environment with high quality equipment and 9-inch flat screens. Small code readers with a personal chipcard allow flexible working at every place. Using the personal chipcard, every employee can log on every computer into the Gebeco system. The so-called "Ultra thin clients" access the central server where data is being processed and stored. The changeover from usual computers to "ultra thin clients" highly reduced power consumption back then. Additionally, noise and heat development in the office have decreased.

### **Common rooms**

A big common room with a terrace is the "Sky lounge". Daily newspapers and two computers with access to the internet are available for private use. Another smaller kitchen with a seating area is to be found on the first floor.

### **4.4. Representation of interests**

#### **Works council**

Gebeco has a works council who stands up for the staff playing an active part. A number of work agreements has been made where rights and obligations of the business parties including norms for all employees are defined.

#### **Representative Body for Severely Disabled Employees**

Gebeco organised an election for a representative body for severely disabled employees and its representation at the beginning of 2019. The representative body for severely disabled people is in charge of integration support for disabled people in the company. It defends their interests and assists them with advice and help. § 178 SGB IX describes their general duties. The representative body for severely disabled people is being invited to every works council meeting. To be able to meet the tasks and expectations the representative body for severely disabled people will complete a training on rights and obligations in October 2019.

#### **Participation of employees**

Employees make a major contribution to Gebeco's constant development. Crossdepartmental and cross-hierarchical work groups establish new processes and present those to the management:

a lot of processes are based on the proposals of employees.

You can feel that in the section of sustainability as well. Employees are being encouraged to bring own ideas for a sustainable daily work routine. Certain employees are now in charge of sustainability in their own departments and help with any kind of aspects concerning sustainability. They remind colleagues to turn off the heat at the end of the day, to close the windows, pay attention to waste recycling, to put lunch into lunch boxes instead of foil, remind of movement breaks or pay attention that the flow heaters are not set too high. All employees can look up the name of the colleagues in charge on the intranet.

### **4.5 Employee satisfaction**

How satisfied are employees with their work at Gebeco? How did the employee satisfaction develop? The aim was to find out with help of a major TUI survey. All employees had the possibility to participate anonymously. Focusing on 7 key areas (commitment, customer focus & innovation, management culture, targets & strategy, efficiency, cooperation culture, development opportunities) employees had to answer 34 questions. 75% of employees participated in this questionnaire. The report with the results was mailed to the entire workforce by PR department.

From all feedbacks on the questions, a „satisfaction factor“ has been generated, the so-called „commitment-index“. This commitment index is being measured on a scale from 1 to 100. The higher the value the higher the measured employee satisfaction rate. Gebeco received a result of 57 points.

Especially the topic of sustainability received positive statements. Gebeco is stated to be a very sustainable company. Suggestions for improvement have been discussed in teams and countermeasures have been taken. Department managers are being kept in the loop about realisation of the measures during periodic meetings.

Another very important aspect for satisfaction and commitment is a positive work atmosphere. The survey shows that Gebeco is already well-positioned, in part even above average in many sectors. A vast majority is satisfied with the work within the team. The survey reports back that Gebeco has an exemplary responsible treatment of the environment.

CEOs and department managers received the results of the survey for their teams and discussed those. An improvement plan has been developed during team meetings. The CEOs inform regularly



about the development of measures in the newsletter. Every month, one of the departments is being presented in the newsletter to improve the comprehension for cross-functional processes.

in Northern Germany in 2017/2018. However, distortions can be possible due to different times of tank filling.

## 5. Business Ecology

### 5.1 Energy

#### Energy source

Gebeco uses a photovoltaic system since June 2017. In spring 2019 it has been expanded by one half. Since commissioning, Gebeco has produced 109,192 MWh of electricity and saved 65 t CO<sub>2</sub> (May 2019). The produced electricity is being used almost completely for internal usage. Around 35% of the power consumption is being produced by Gebeco itself. The rest is being purchased from the green power supplier „Natur Energy.“ NaturEnergy uses power from 100% hydropower. You can find usage of green power in the website of the company which is being hosted on the company server. Electricity consumption has been reduced from 224.974 kWh in 2014/2015 to 154.884 kWh in 2017/18.

#### Energy efficiency

Gebeco uses energy-saving lamps and LED lights to reduce energy consumption and CO<sub>2</sub> emission; computer enter automatically the power saving mode during work breaks; electrical devices are being turned off during night time and the climate compensation of business trips comes into force.

#### Energy consumption

Unit	2017/18	2014/15
Power consumption	154.884 kWh	224.974 kWh
CO <sub>2</sub> power	0	11,9 t
CO <sub>2</sub> -equivalent	0	0,053 kg/kWh
thermal energy oil	173.490 kWh	125.018,7 kWh
CO <sub>2</sub> oil	55,47 t	37,75 t

Due to the usage of self produced energy from the photovoltaic system in combination with energy from 100% hydropower by „NaturEnergie“, the company head office does not have any carbon emissions through electricity. The increase in oil consumption can be explained with the cold winter

### 5.2 Business trips

	2017/2018		2014/2015	
	Kilometerangaben business trips (km)	CO <sub>2</sub> emissions (t)	kilometre indication business trips (km)	CO <sub>2</sub> emissions (t)
plane	510.700	103,88	643.996	193,126
train	51.550	2,06	48.629	0,864
car	13.447	2,69	13.844	3,589
Bus	456	0,02	0	0

compensated CO<sub>2</sub> emissions of business flights:  
103,88 t (=100%)

Unit	2017/18	2014/15
CO <sub>2</sub> total (CO <sub>2</sub> energy+ CO <sub>2</sub> business trips)	165,21 t	245,88 t
CO <sub>2</sub> per employee	0,97t	1,24 t

The decreased CO<sub>2</sub> consumption can be explained by the decreased number of business trips but especially due to the usage of 100% renewable energies at the company headquarters. Both allow a reduction of CO<sub>2</sub> consumption per employee from 1,24 t in 2014/2015 to 0,97 t in 2017/2018. Gebeco has voluntarily compensated 100% of business air travels. Climate protection programmes by myclimate benefit from the money. Furthermore, Gebeco pays attention to prefer train rides as far as possible. Business trips to the ITB tourism trade fair in Berlin are being travelled by train since 2018.

### 5.3 Paper

Gebeco has set up duplex printing to reduce paper consumption. Paperless office is the new working principle. The Print runs for catalogues, brochures and flyers require a reasonable calculation. The website is coming into focus as information and booking tool for guests and interested people. Printing of Gebeco and goXplore catalogues takes place accordingly:

#### Gebeco Kataloge 2019

680.000 copies

Cover: Profimatt, wood free coated, 200 g/m<sup>2</sup>

Content: SteinbeisCharisma Silk, 65 g/m<sup>2</sup>, 100 % waste paper, paper mill in Schleswig- Holstein

**Gebeco theme year catalogue 2019**

70.000 copies  
 Cover: 150 g/m<sup>2</sup> Tauro m. 1,23- volume /Magno n., FSC certified  
 Content: 120 g/m<sup>2</sup> Tauro m. 1,25 volume/Magno n., FSC certified

**goXplore 2019**

50.000 copies  
 Cover: 150 g/m<sup>2</sup> Recycling Circlematt White, matt coated, FSC-certified  
 Content: 57 g/m<sup>2</sup>, coated Recycling Steinbeis Charisma Silk, 100 % waste paper, paper mill in Schleswig- Holstein

**Adhoc Groups catalogue 2019**

7.000 copies  
 cover: 200g/m<sup>2</sup> wood free double coated matt image print (Profimatt), PEFC  
 inner part: 70 g/m<sup>2</sup> Leipa Ultra square silk, FSC certified

Outlook: All Gebeco catalogues for 2020 are climate-neutrally printed. The number of copies is reduced to 640.000.

**Paper consumption**

	2017/2018			2014/2015	
	Virgin fiber	100% waste paper	FSC-certified	virgin fiber	FSC certified
Number of DIN A 4 paper	1.710.823	0	0	1.612.086	0
Number of Printed catalogues	0	730.000	77.000	417.800	806.250
weight of printed catalogues	0,00	190,55 t	20.79 t	144,53 t	313,10 t

Data include all special catalogues and brochures.

**5.4 Environment-friendly products and services**

Gebeco uses following products and services to reduce environmental impact: environment-friendly cleaning products, office equipment and supplies, climate-neutral printing and climateneutral webhosting. Gebeco prefers purchasing eco-fair products, provided that they are maximum 10% more expensive.



## 6. Travel offers

25,9 % of the turnover were generated in 4 destinations in 2017/2018. Further 26,3 % were generated in 8 other destinations. It means that almost 50% of the turnover have been generated in 12 destinations. None of the destinations has a dominant part of the total sales. This is not a coincidence but a consequence, based on experience in the company's history. After the massacre in the Eighties on Tiananmen Square in Beijing, Gebeco - being a China specialist - experienced a major slump in guest numbers. The company learned from this situation and is today benefitting from a worldwide travel offer. This diversification is valuable on two counts. On one hand, it plays an important role in the distribution of risks. It has proven its worth during crises (for instance Fukushima, conflict in Crimea, Arabic spring). On the other hand, guests can book their tours with Gebeco to almost every country of the world map. Gebeco offered 650 study and experience tours to around 100 countries throughout the period examined. In addition, there are travel components and extension offers. The brand goXplore includes 700 travel products. With the fiscal year 2017/2018 Gebeco dismissed the usual rhythm of the main booking release. According to the motto „365“ you can now find and book new tours during the year. Big advantage: All tours can be optimised throughout the year regarding to clients feedbacks. Spontaneous additions as events or holidays in travel country can be considered as well. Furthermore, „365“ is supposed to shift the focus once more on the Gebeco website as main information and booking tool.

### 6.1 Offer creation

Encounter is firmly embedded in the company name since its foundation. Whether at dinner with a Palestinian family, in a conversation with monks in Myanmar or during common tracing with the Khwe in Namibia: Product managers always ensure that guests get in touch with locals when travelling. Due to this special kind of travel in smaller groups and side by side with a qualified tour guide, Gebeco promotes intercultural exchange and mutual understanding between guests and hosts. In this way the traveler experiences the living conditions in the host country at first hand. Inhabitants not only tell stories about everyday problems and joys but they also learn how the visitors live in Germany.

Besides this implemented philosophy, Gebeco introduces sustainability on the trips in two ways: Catalogues and the Gebeco website contain sustainable tours since 2011. Those are labelled with symbols and do address different aspects of social and ecological sustainability. Guests use in part public transport during the tours; visit local health care projects and live partially in certificated eco-hotels and lodges. This should allow the traveler a significant contribution to ecological tourism without restricting any standards.

Thermal insulation of buildings; use of local food products by local farmers and meaningful planting are crucial aspects when selecting hotels. One example is the tour “Uzbekistan natural-active” which offers direct flights with Uzbekistan Airways. A large part of the catering includes regional products; travelers are staying in private accommodations; visits of local sights take place by walking or by public transportation. Another example for a sustainable tour is “Natural Sri Lanka”. Several accommodations are eco certified hotels and one of them has a premium certificate. The program includes a visit of a Community Village project (traditional craft) and ecological agriculture. Gebeco received the 4th place for this tour in the „fairwärts“ competition in 2017.

Having placed only 10 “especially sustainable” travels in the catalogues of 2011, there are 44 of them in the published catalogues of 2018. To get support for the product teams for developing new sustainable tours the working group sustainable travel has been founded.

Outlook: In the catalogues 2020 three of the most sustainable elements of a tour are going to be highlighted and the tour itself is going to be underlined in colour which is supposed to draw attention to this kind of travel. The number of sustainable tours has been increased once more.

### Catalogue of criteria “sustainable tours”

A sustainable tour manifests itself through at least **five of seven** following criteria:

1. At least 50% of overnight stays happen in accommodations with sustainable background, as for instance, certificated hotels, housings of a sustainable association like “green globe”,



“ecoclub”; hotels which have been awarded for sustainability like “GoTo”, “First Choice responsible Award”; climate-neutral hotels, “FLO in tourism” - accommodations, certificated TUI Hotels etc.

2. The arrival takes place by saving Co2 as far as possible by flying with modern, low-consumption airlines and if possible, by choosing direct connections
3. Driving and rest periods must be respected – this is a fixed component of framework agreements between Gebeco and its partners.
4. At least one visit of an environmental or social product take place including encounters with locals
5. At least two further sustainable activities take place like e.g. visit of a project, lunch in a sustainable restaurant or a guided tour with sustainable background.
6. Use of local structures must be guaranteed; inclusion of local value chain (small and medium-sized firms, focus on local services, Pro Poor initiatives), sustainable facultative program
7. Number of participants is limited, otherwise a sensitive approach towards, for example, village communities would not be possible

Furthermore, following items are important when creating a sustainable trip:

1. Overland tours (e.g. by bus, train, ferry) are chosen over domestic flights. Domestic flights can only be part of sustainable trips if the use of ground-based transportation leads to significant time input or financial expenditure for the traveler or if safety aspects do not allow cross-country driving.
2. Care must be taken when choosing vehicles in the host country with environmentally responsible and energy-efficient operation
3. Transfers are preferably earthbound e.g. by including public transport like trains.
4. Local guides are chosen over guides who have to fly from Germany to the travel country.

### Sustainability in volume business

By including sustainable elements in successful travel programs, Gebeco introduces sustainability into tourism. In other words, product managers add more and more sustainable elements into particularly well booked tours, e.g. by using sustainable transportation, choosing certificated hotels and sustainable regional products; by visiting social projects to be able to get closer to the country and the people. It's about a continuous process with an enormous effect. Meanwhile several sustainable aspects have been considered in many

trips. If possible and appropriate, all domestic flights in China, for instance, are being replaced by train rides. Gebeco places great value to environmentally oriented hotels with regional relevance. Instead of using private busses for groups, guided tours increasingly take place by walking or by using public transportation and bikes.

All product managers have been dealing with the issue of sustainable travelling. Since the catalogue of 2014, they have organized 88 successful sustainable tours for the catalogue of 2018. The valid work assignment expects from the product departments to complement one volume tour by at least one further sustainable aspect. Therefore, the product received an orientation list with CSR criteria for volume tours (including all relevant seals and labels). The working group sustainable travel offers support any time. Almost every product department has an employee in this working group which allows a quick and efficient exchange.

Product is constantly optimising their tours regarding to sustainability and quality. Sustainable aspects are also being taken into account in contractual clauses of accommodations, incoming agencies, carriers and tour guides

When it comes to choosing incoming agencies, Gebeco uses apart from contractual clauses and the code of conduct following criteria for cooperation: ownership structure, quality standards, working standards, climate protection, dealing with natural resources, conservation of biodiversity, respect for human rights, measures for child protection, contribution to public welfare (local added value), operating license, compliance with labor laws. Gebeco does not offer environmentally unfriendly program points as heli-skiing and activities which jeopardise animal welfare (like dolphin or orca shows). Product management has the assignment to make sure that the tours whenever possible support social and ecological projects for example by visiting the projects and the on site payment of single services.

Another important criterion for designing a sustainable travel world is the development of combination tours and a wide range of pre and post program. The extension of the travel results in a different balance of CO2 pollution. Gebeco increased the combi tours by 7% for 2018 and by 10% for the catalogues in 2019. The booking of

pre and post program increased from 7 000 guests in 2016 to 9 600 guests in 2018.

CSR-Index	unit 2017/18
Transport and mobility	56 %
Service provider and partner	74 %
Activities in host country	82,7 %
CSR challenges in destination	59,8 %
Support of sustainable projects	70,3 %

### 6.2 CO2 emissions of trips

Gebeco is a tour operator who offers worldwide tours. By far the greatest part of turnover is being generated by long-distance travels. The average travel duration of group tours is 11,5 days. More than 50% of Gebeco guests are travelling short distance (ca. 3 h flight).

40% of Gebeco guests travel long distance (9 hours or longer). 8 % travel medium-haul. 74,5 % of the whole CO2 share result from long-distance flights with a flight duration of over 9 hours. Therefore, the Gebeco aim to maximise the length of stay with help of pre, post and combination program is especially useful and profitable. A balanced relationship between flight route and length of stay in the host country can be achieved this way.

Unit	2017/18
CO2 total travels	104.771,45 t
CO2 per flight guest	2,08 t
Travelers (Number)	50.369
Overnight stays (number)	578.170

### 6.3 Transport

Gebeco offers a very flexible and comfortable range of different airports for departure. When travelling to short or medium-haul destinations, direct flights are preferred. All trips additionally include free Rail&Fly tickets. Gebeco offers for many travels within Europe railway tickets. Guests can have a more sustainable tour this way.

If possible, Gebeco does not offer flights for distances lower than 800 km. Public transportation as trains are being used instead. Gebeco, however, cannot completely forego domestic flights. Many travels lead to very extensive destinations as China, India or Southern America where domestic flights are mandatory if the traveler is interested to see the country. In destinations like China where rail network is rapidly expanding, Gebeco replaces more and more domestic flights by train rides.

The bus is an essential component during a roundtrip as well. Due to economic reasons, Gebeco tries to reach the highest-possible capacity which promises lower CO2 emissions. Overall, CO2 emission during overland transport is dwindling small in comparison to flight emissions of long-distance or domestic flights.



## 7. Service providers

Gebeco works together with many different partners to allow clients high-quality travelling. Primarily these are incoming agencies, hotels and travel guides. For Gebeco's sustained commitment to be granted on-site, service providers have to know and live the quality and sustainability standards. This was measured within the scope of the certification by a very comprehensive survey.

### 7.1. Partner agencies

Gebeco has concluded agreements including sustainability standards with all incoming agencies. Those framework agreements have been revised over the past years within the scope of sustainability. They include a clause for sustainability and human rights in tourism since 2012/13. A supplier code of conduct on the subject of compliance has been added to the agreements as well. The annex on driving and rest hours has been added as well. The new agency contracts have been sent out at the end of January 2018 to all Gebeco business partners via E-Mail. A new passage on the code of conduct has been included as well.

Most of the partner agencies are of local property. A considerable share of the agencies, however, are TUI agencies or agencies Gebeco is involved in. Gebeco feels confident about incoming agencies with international holdings and expects those to be very beneficial in a sustainable manner. This is especially important for destinations with precarious employment conditions and insecure social networks. Partner agencies with Gebeco's participation and TUI agencies apply labour standards which are self-evident in Germany. These norms are partially far beyond the standards in most countries. This regards, for example, salaries, working hours, social security, continued pay and employment protection in the case of illness.

In order to manage the volume with consideration to Gebeco quality standards, the tour operator needs effective and flexible partner agencies who can master a major number of guests. It is also very important to Gebeco to promote self-sustaining local structures particularly in emerging and developing countries. Therefore, small enterprises and microenterprises are being integrated into travel arrangements. Small family-run lodges and hotels are chosen for accommodations; local cooperatives and initiatives are being visited.

As a whole, Gebeco has its main focus on several points when selecting partner agencies, such as ecological and socio-cultural responsibility, sufficient insurance cover, good working conditions, promotion of regional economy, connection to regional culture and active commitment to child protection. Environment, sustainability and quality certificates play an important role as well.

Agencies of the most profitable destinations were asked to participate in a survey in 2019. The evaluation of the questionnaire revealed that the agencies have reached a sustainability index of 64,8 %. Given the new and extremely detailed survey the attained value is respectable. The rate increased by 12,8 % comparing to the last recertification.

58% have fixed criteria in a binding agreement with their partners on the subject of environmental and social standards. Almost all agencies run a functioning improvement management. The highest points were reached in the sector of working conditions and employee satisfaction. Gebeco's sustainability concept has been proven in their offers. All agencies claim to involve local people in their program; to show consideration towards their cultural issues, expectations and living conditions; to use local travel guides and local accommodations and to adapt the group size to ecological and social circumstances. Those values are relevant to Gebeco.

Poor values have been achieved in the field of client information. Those values have an impact on the overall result. Agencies are not supposed to get in direct contact with guests. It's the task of the tour operator and the travel guides to achieve high and quick service. Agencies let the client information to Gebeco and are supposed to follow the working processes. The questionnaire on client information deteriorates the sustainability index without a base. Means for the improvement for agencies are e.g. to choose a sustainability manager and to work on office ecology: power, water and environment friendly office supplies.

	2017/2018	2014/2015
sustainability index partner agencies	64,80%	52,00%

### 7.2 Accommodations

Gebeco guests stay in several hotels, mostly three to five-star. On the occasion of recertification, hotels of the most profitable destinations were invited to participate in a survey. 17 of the accommodations have participated. The overall CRS index of the accommodations questioned is 73,22 %. This is a very respectable value, having in mind that the survey was new and extremely detailed. 66% of the hotels have anchored sustainability in their guiding principles. This shows that the company philosophy is being applied in the most visited destinations. Working conditions for employees

show in almost every aspect above average rates. Social commitment has been valued with 100 % by almost every accommodation.

Gebeco sent a training on child protection to partner agencies which is embedded in the social commitment as well. The majority of the accommodations stated to inform their guests proactively about this topic. Almost 30% of the accommodations even reached a high focus of 88 %. Need for improvement can be found in environmental management.

	2017/2018	2014/2015
CSR-Index accommodations	73,22%	57%

### 7.3 Travel Guides

The travel guide is the key to an impressive and ambitious travel experience. Being companions, organizational talents, cultural mediators, travel guides enable the guests to experience the country in all of its facets. The high quality of Gebeco's travel guides is based on three columns: outstanding regional knowledge, profound life – and working experience and extraordinary personality.

trainings took place in Germany, Japan, South Africa, Poland, Russia, Vietnam, Cambodia and Argentina. During this period of time, Gebeco has trained 121 local guides. Overall, Gebeco has trained 1.031 local guides in the period from 2008 to 2018.

Since the first CSR certification in 2011 Gebeco's trainings contain a one to three hour teaching block "Sustainability in tourism" which also includes the modules „human rights in tourism“ and „special child protection rights“. Other core issues of the training are:

#### Experience travel guide

Experience travel guides bring guests close to the soul of the country. They stroll together through markets, meet local people and have a peek behind the scenes. Those guides have the best insider tips if travelers prefer to go off on their own.

- corporate history and corporate philosophy
- brands and brand philosophy
- methods and didactics
- guidelines German Law
- inter-cultural communication
- complaint management (role playing)

#### Study travel guide

The demand on the study travel guide is especially high. Guests not only want to get to know the country but they also expect to immerse in the history, culture and current issues. Being true connoisseurs, Dr. Tigges study travel guides open closed doors, expand horizons and make the trip unforgettable while traveling in a small group of like-minded people.

There are following three related levels of training to maintain the contact with local guides:

1. Basic training: Company (history, brands, products, philosophy), methods and didactics, guidelines German law, CSR and sustainability as well as practical exercises.
2. A I – advanced I: role plays, vocabulary exercises, group work, development of a travel dramaturgy.
3. A II – Advanced II: in addition to Basic and A I also a seminar (geology, tropical plants) and/or team building

#### Travel guides training

In favour of local added value most of the guides come from the host country. This way, Gebeco gives residents the possibility to be hosts as well. Gebeco provides full training in the host countries for years. In the financial year 2017/18, tour guide

The company employs about 1400 local guides over the course of year. 110 guides are from Germany. German guides receive periodically trainings



and workshops as well. New subjects which are important for the job of a travel guide are being discussed and exchange between tour operator and the guides is being encouraged. Last training for German guides has taken place in January 2019, Topics as sustainability in tourism, human rights in tourism and child protection always play an important role in the trainings.

Apart from the trainings, Gebeco's handbook for travel guides also transmits the sustainable philosophy of the tour operator. The chapter "Social and Ecological Responsibility" (1.2.) as well as "Compliance and Code of Conduct" (1.3.) devote to following contents:

- human rights
- code of behaviour concerning child protection
- sustainability initiative
- CSR certification
- aid projects
- compliance and code of conduct
- society and environment

Periodic newsletters who are being sent to travel guides by the Gebeco travel guide management include subjects as sustainability, human rights and child protection as well. A flyer on the topic child protection in tourism has been sent in April 2019.

Within the scope of the recertification in 2017/2017, Gebeco has written to selected travel guides of certain relevant destinations to check their sustainability orientation. 17 of them have participated. The calculated CSR index of 70% is a very pleasing value. Gebeco has made significant progress in raising awareness and educating travel guides since the first certification. Given the instrumental role of travel guides it is also expedient: Guides have the longest and most intensive contact with the guest within the value added chain. Therefore, they are the most important representative of Gebeco and the CSR strategy, they are role models for clients, multiplier and feedback provider to the company. 70% of the guides state to „have agreed with the employer (Gebeco) on criteria for environment and social standards.“

Although the issue of sustainability has been fundamental seminar content during all gettogethers with German and local guides, only 41% state in the survey to having received a dedicated training on the subject of sustainability.

The quality of information given to local guides who mostly work as freelancer has to be ensured.

High demands on the competence Gebeco sets are reflected in high indices regarding the know-how of history, culture and religion which was rated by 82%. There was the same result in the statement „I know the flora and fauna of the destination where I work as a travel guide very well.“ They rate their own social and environmental behaviour pleasingly high at around 79%. The same applies to own sensitive social cultural behaviour.

On the issue of visitor information the guides evaluated themselves as being very active 64% - 70% inform the travelers about appropriate behaviour in the host country and point out local added value and correct behaviour for cultural preservation. Values on waste disposal and possibilities for contributing to child protection turned out lower which is very surprising because information on child protection is an explicit part of the trainings. It is a subject, however, Gebeco feels especially strongly about and Gebeco is going to organise the ECPAT online training on child protection for the Gebeco travel guides as well.

Sustainability Index Travel Guide	2017/2018
Qualification	71,1%
Knowledge and information	70,6%

#### 7.4 Business partners satisfaction

The business partner survey has been carried out for the first time in 2016 and has two objectives: On the one hand, to identify the satisfaction with the cooperation and business relation and on the other hand to value the sustainability management of Gebeco from the partners' point of view.

Gebeco has contacted 90 business partners (e.g. from printing company, supplier, travel agencies, etc.) for the anonymous survey in 2017/18. 31 of them participated. The total satisfaction index has a high and satisfactory value of 92,4%. Following issues received values between 85% and 95%: "Partnership management", "Fair Prices, Fees or Commissions", "Settling invoices" and "Overall Satisfaction". 94% would recommend Gebeco as business partner.

In the second block of questions agencies had to value Gebeco's commitment to sustainability. 74% are familiar with the company's mission statement and its fundamental values. 60% stated that regular exchanges between agency and Gebeco take

place. This value is respectable but also encourages to improve further. Gebeco is going to make sure to emphasize the subject of sustainability during agency visits and meetings with partners. 71% of the participants stated that offers and travels by Gebeco contribute to a sustainable development in the destination. This is a very high value which is supposed to increase in the upcoming years.

Business partners	2017/2018
Satisfaction index	92,4%
Sustainability index	68%

### 7.5 Supplier and purchasing policy

When selecting suppliers, Gebeco pays attention to good working conditions as fair wages, regulated working hours and respect of minimum standards. Environment-friendly products and services as well as recycled paper are chosen over conventional products.



## 8. Social Commitment

### Responsibility

Gebeco is organizing travels for over 40 years. Encounters with local people always were and will remain an essential component. Thanks to the cooperation with local projects and social organizations, Gebeco's guests gain insights into daily lives and experience encounters which have long-term repercussions. Particularly sincerity of the hosts and their hospitality allow this kind of travelling and Gebeco wishes to give something in return

### 8.1. Aid Projects

Gebeco promotes different aid projects worldwide for decades. The aim is to help others to learn how to help themselves and to provide them with a long-term perspective. Some projects have already become self-financing. Since the last recertification in 2016, Gebeco supported different aid projects and implemented new projects. One of the latest projects is the Khwe Elephant project in Namibia and the construction of an additional school in Myanmar. The Taung Ba school in Myanmar, the Apna Jatan Center in India and the trackers project in Namibia are further projects which are continuously supported.

Apart from financial and conceptual support, Gebeco can also contribute to tourism. Many tours by Gebeco – experience countries and goXplore have visits to their own and other charity projects included. There was an increase to 3.000 guests in the fiscal year 2017/18. Firstly, people can interact with one another and secondly, tourists boost the economy in the countries and in this way help to preserve traditions as handicraft or tracking.

How does Gebeco check on the aid projects? For one thing, with help of local agencies who are sensitized and informed about subjects as human rights and sustainability which are included in the new framework contracts. For the other, Gebeco pays personal visits to the local projects. Aki Scheerer (Product manager Asia) visited the Taung Ba school and the Amaka Primary school in Myanmar in 2017/2018. Him and a Gebeco travel group joined when a new classroom was opened. Thomas Bohlander (CEO) visited the Amaka Primary school in December 2018 to discuss and launch the new garden project together with teachers and responsible managers. The product manager

of South Asia visited at the beginning of 2019 the Apna Center in India. An employee of the Sales department examined the progress of the Taung Ba school in Myanmar.

The aid projects have to fulfil following criteria:

- help for self-help
- temporal limit
- Guests can visit the projects on their Gebeco tour
- Gebeco is being presented as supporter on the-spot.

The average duration of aid projects is three years.

### Current aid projects:

#### The tracker project in Namibia: Professors of the wilderness

Approximately 6000 Khwe live in Bwabwata National park. They are part of the San people and have a millennia-old tradition as hunter and gatherers. The government, however, prohibited hunting in 1982. Not only have the Khwe lost their food source, but they have also been deprived of their culture. One of them describes his feelings as "culture being ripped out of the heart". "Just imagine, you have been taken away the single ability you have been doing your whole life with heart and soul, something your ancestors have been doing as well and which you thought would be passed on to your children. This uproots you." The result of this unrooting is a dissolution of the culture. Insecurity is growing and therefore, questions arise, how to provide nourishment without having any education. For many, this means an escape into alcohol and crime. That is how the charity project "Trackers" has been created which is financially and conceptually provided by Gebeco. Along with Futouris and WWF Namibia, Gebeco is committed to give the Khwe back their perspective preserving their knowledge and cultural heritage. As part of the aid project, ten Khwes have been chosen and trained as trackers for tourists. During the training they completed an internship in a lodge and learned how to interact with tourists.

#### The Khwe-Elephants-Project – With bees and chilis for better living conditions

Gebeco supports the Namibian Khwe already since 2013. Namibia is one of the favourite destinations at Gebeco. Gebeco is a tour operator with focus on sustainable tourism and has the objective to support the cultural variety and protection of the living space of minority groups. Khwe live in Bwabwata Nationalpark and grow fruits vegetables close by. They have day-to-day challenges as for instance to defend their harvest for damages by

elephants, hippos and buffalos. Animals destroy their fields and access to clean drinking water in search for water or food. For fear of losing their base of life, Khwe try to drive the animals out of the area – using force if necessary. Gebeco supports a peaceful life of Khwe and wild animals by the project „The Khwe-Elephants-Project – With bees and chilis for better living conditions“. Representatives of the Khwe community are being trained in a train-the-trainer-workshop to learn conflict-reducing behaviour with wild animals – with elephants in particular. Khwe learn how to repel elephants in a natural and peaceful way, for instance by using chilis and beehives. Furthermore, they are being given knowledge and skills for a better protection of their farmland, use of seed and tips for a high-yield harvest. Our local project partners ATC and EHRA constantly visit and help with the implementation. Acquired knowledge and elements of the training are being implemented into current program points for visitors as for instance during guided bush walks which are offered in Gebeco trips. The community Mutc'iku in Namibia has successfully completed the first training session. Khwe have the opportunity sooner or later to increase their income and to boost livelihood by offering self-made honey or chili powder.

#### Indien: Apna Jatan Centre

The Apna Jatan Centre covers children's needs in one of the slums of Udaipur with regards to education and health. Currently, around 60 children are being supported and taught. The project has its own kindergarten where fifteen one to three-year old children are being taken care of. Working moms can use the centre as day care. The centre is very successful. Medical care and level of education of many children has been improved. The Apna Jatan Centre was opened in October 2010 with financial and conceptual help of Gebeco. This project is very important for that area and Gebeco continued supporting it since then for instance by activities like health check ups, dental screenings, vaccinations and several information events on different subjects such as hygiene, dental care, diet.

The rooms of the school have been renovated and new furniture has been purchased in the fiscal year 2017/18.

#### Myanmar: Taung Ba School

Taung Ba is a small village with 1.262 inhabitants, about 7 km away from Bagan. Almost all residents are farmers and live from planting peanuts, sesame and different beans. Their children visit a school

which is supported and developed by Gebeco since 2010. Three new classroom buildings have been built with Gebeco's help so far. Once there were bamboo huts, today there are robust constructions of cement and brick. On behalf of Gebeco, the furniture, school benches and chairs came from a local carpenter. Apart from new classrooms, Gebeco also constructed new toilet facilities and a rain-collecting system which supplies the school with water in 2014. 200 students are being taught by 9 teachers from first to fifth grade (elementary school) and sixth to ninth grade (middle school). Three teachers are being paid as part of Gebeco's support.

### **Myanmar: Amaka Primary School**

The Amaka primary school is being supported by Gebeco since the beginning of 2018. The primary school is located in the village Taung Zay Thit with its 500 inhabitants near the among tourists preferred Inle Lake. This region is a highlight on Gebeco tours as well. It is very important to Gebeco to give something back to the locals by supporting local structures. The Amaka Primary school has been opened in 1986 and employs 6 teachers. 52 muslim and buddhist children learn and play together.

Electricity and salary of the teachers is being paid by the government. The school does not receive any further financial resources. Access to water can be found at a source where water needs to be generated with buckets and bowls. Gebeco made a construction of a new class room possible. „This has been a dream for a very long time“, stated Daw Htay Hlam director of the school. During construction, washbasins had been installed as well so children are now able to wash their hands. Gebeco guests were invited to the opening of the new building to celebrate together with students, parents and teachers.

Gebeco is going to consider following measures to support the school in the following years: a small forest nearby which will provide shades the whole year will supposed to be used as a playground. Swings are going to be attached between some of the big trees. Old tractor tyres will be used for the playground and a wooden climbing scaffold will be built.

A fruit and vegetable field is going to be established right next to the water source behind the school building. When growing herbs, fruit and vegetables,

children can learn about appropriate watering and cultivating of plants and about ground rules on farming under local conditions. A compost heap is being created as well. Compost is a cornerstone to horticulture and takes care of valuable replenishment of humous soils. If the project goes well, not only practical experiences can be gained but the school food is going to be supplemented by harvested fruits and vegetables.

During dry months it is getting really hot in the class rooms, therefore ceiling fans are supposed to be installed. A small library is also on the agenda. When Gebeco guests visit the school on their tour they have the possibility to enrich the library by donating their books. There is no cafeteria for now. Children eat their meals in the class room. A small cafeteria with round tables, washing facilities and possibility to store lunch boxes should help here. Completed Aid Projects: Namibia: Augaikhas Primary School

The buildings of this school in Windhoek and the sanitary facilities were desolate; there was not enough teaching staff. Due to missing classrooms, classes were held in shifts. Gebeco stood up for building new classrooms and for renewing already existing ones.

### **Costa Rica: Hip'n'verde**

The local company Hip'n'Verde gives women the opportunity to improve their socioeconomic situation. Those women are in charge of the production of creative and environment-friendly recycled products. With help of the Futouris project, supported by Gebeco, women from rural areas in Costa Rica can maintain their existence.

### **Ecuador: Cutuglagua-School**

The small school in Quito offers a preschool program for 65 students. Gebeco promotes the construction of sanitary facilities and a water treatment system to provide clean drinking water.

### **Thailand: Himmajaan Reforestation Project**

The predominant lush vegetation in Northern Thailand was severely affected by deforestation. To keep the native plants preserved, the reforestation project has been brought into life. Gebeco supports the tree nursery where young plants are being grown outside of planting periods. Gebeco also promotes the construction of a visitor's centre where employees welcome the guests and present the project. Meanwhile, the project is self-financing.



### **No. 19 Primary School in Mandalay, Myanmar**

Gebeco and the partner agency in Myanmar have been supporting the renovation and extension work in primary school NO 19 in Shin Daw Kong Village, almost 45 driving minutes from Mandalay since December 2015. This project had the focus on building a new classroom because the previous building was too small for a total of 150 students. Furthermore, there had to be done renovation work on the ceiling, chimney, facilities, corridor and water pipes. Construction of a water treatment plant, purchase of new blackboards and ventilators were also part of the agenda.

Due to the earthquakes in Nepal in April and May 2015, countless people lost their lives and many became homeless. Two buildings of the public day school „Shree Rudrayini Secondary School“ have been affected and ten classrooms were damaged. The old school is from the period of Rana regime and is located in Khokhana’s countryside in the South of Kathmandu. The government supported the construction of a new building made of bamboo but only three rooms were created. Gebeco financed the demolition of one of the destroyed buildings and the construction of a new building with seven further classrooms. The new school building was finished in spring 2016. Currently, 205 students are visiting the school – 120 girls and 85 boys. One class consists of 15 students. Many children are orphans or have only one parent. They are either from Khokhana or from the surrounding villages.

Furthermore, Gebeco guests visited 17 other aid projects in 2017/2018. Four of them stand out in particular because there were a large number of visitors.

### **Peru: Awamaki-Weaver-Projekt**

This school project set the objective to allow local children to get a school education. Otherwise children would not be able to get access to education due to geographic and infrastructural circumstances.

### **Namibia: Living Museum of the Damaras**

Here the visitors have the unique opportunity to get to know the fascinating traditional culture of the Damara, thus contributing to the preservation of the culture as well as to a regular income for the Damara community that built the museum.

### **Thailand: Doi Tung Development Project**

This project was designed by the royalty whose objective is “help to self-help”, by offering a coexistence of human and forest in a sustainable manner and in order to persuade farmers to grow other crops instead of opium.

### **Worldwide: Planeterra Aid Projects**

Nine of the visited Planeterra projects are projects by the business partner G Adventures. These are projects by local municipalities or charitable organizations and international charities for the area of health, education, community development, environmental protection and training of employees.

## **8.2. Local commitment**

The focus of social commitment lies clearly abroad. This is a fundamental decision: Gebeco’s way of travelling is only possible, because hosts welcome travelers and provide deep insights into their cultures. Gebeco wants to show gratitude and to give something back by promoting aid projects. Gebeco is member of the child protection association in Germany. The federal association stands up for protection of children from violence; fights against child poverty and for implementation of children’s rights in Germany. It is about a child-friendly society where mental, psychological, social and physical development of children and juveniles is being promoted. Children and youths are supposed to take part in all decisions, plans and measures concerning themselves.

Gebeco participates every year in the environment-friendly campaign “Bike to Work” which was initiated by AOK and ADFC (General German Bicycle Club). Whenever possible, Gebeco employees leave the car in the garage and start



to pedal instead. In 2017/18 many colleagues participated in this action and thus made a small contribution towards environmental protection. To be able to finance a job bike (E-bike as well) Gebeco offers interest-free loans. The repayment is based on the individual monthly paycheck with adapted monthly installments. In addition to that Gebeco provides the maintenance for 5 years.

Employees are also being animated to use the company bikes during their lunch breaks instead of the car.



**This sustainability report was prepared in accordance with reporting standards by TourCert and has been approved by independent verifiers. [www.tourcert.org](http://www.tourcert.org)**

#### **About CSR certification and TourCert**

CSR certified tourism companies have examined their business practices according to sustainability criteria. They have evaluated ecological and social criteria in terms of quantity and quality, according to the standards of TourCert and identified weak points. They have also verified their suppliers along the value-adding chain. They have rooted CSR firmly in the company, named a CSR manager, wrote a sustainability report and developed an improvement program; furthermore, they commit themselves to continuously improve their sustainability performance and to have it being checked by an external consultant.

TourCert is the non-profit society for certification in tourism, awarding the CSR label and keeping the register of CSR certified companies. TourCert combines experts from tourism, science, environment, development and politics. With many years of experience, they stand for qualified training, consultancy and certification. The CSR certification guidelines define the requirements of the CSR system in tourism and regulate the qualification and certification system. The independent and voluntary Certification Council decide upon the awarding of the seal.

#### **CSR – Corporate Social Responsibility im Tourismus**

CSR describes the contribution a company makes to sustainable development by going beyond legal provisions and by integrating ecological responsibility into core business.

#### **Imprint**

Gebeco GmbH & Co. KG, Holzkoppelweg 19, 24118 Kiel, Germany  
Telefon: 0431- 5446 0, Fax: 0431- 5446 111, E-Mail: [kontakt@gebeco.de](mailto:kontakt@gebeco.de)  
[www.gebeco.de](http://www.gebeco.de)

#### **Sustainability representative**

Nicole Prey

#### **CSR-Team**

Franziska Schneider, Sandra Wiese, Swantje Grunwald, Jens Hulvershorn, Nicole Prey, Alicia Kern, E-Mail: [nachhaltigkeit@gebeco.de](mailto:nachhaltigkeit@gebeco.de)

#### **Year of data collection**

Financial year 2017 / 2018 (01.10.17 – 30.09.18)

Published in September 2019

This sustainability report was prepared in accordance with reporting standards by TourCert and has been approved by independent verifiers. [www.tourcert.org](http://www.tourcert.org)



Gebeco GmbH & Co KG, Kiel