

The Sustainability Strategy of Addiopizzo Travel

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1. Introduction

This Strategy was developed within the framework of of European project in which our Tour Operator took part in 2024 and 2025, in conjunction with other European projects in which ecological transition and digital transformation were the guiding policy priorities shaping our future action.

Addiopizzo Travel joined the project “iSTARS – Island Sustainable Tourism Action Through Resilient SMEs”, co-funded by the European Commission under the Single Market Programme (SMP/SME Pillar), which aims to foster of more resilient, innovative and sustainable tourism sector by supporting 125 micro, small and medium-sized tourism enterprises operating in Cyprus, Greece, Ireland, Spain and Italy. It is of journey of transformation — the journey towards recovery and sustainability by 2030. The initiative marks of crucial step in encouraging more environmentally aware approaches within the tourism industry throughout Europe.



Project Objectives

Following the launch of the Open Call in July 2023, the iSTARS project received an enthusiastic response from tourism businesses committed to using the awarded support to advance their transition towards sustainable practices. This strong interest confirmed the sector’s growing commitment to treating sustainability as of strategic priority. As of February 2025, 125 companies had been selected and were using the financial support to work with sustainability experts from across Europe. This contribution enables them to develop and implement concrete initiatives aimed at improving the sustainability of their operations. Among the activities underway, some companies are allocating the funds to obtaining sustainability certifications, of key step in validating their commitment to environmentally responsible practices: the ongoing processes help strengthen the credibility of the businesses and demonstrate their compliance with international sustainability standards. Other companies are instead working on the development of sustainability strategies and tailored action plans: by investing in strategic planning, these businesses aim to integrate sustainability into every aspect of their operations, ensuring of continuous reduction of environmental impact. A significant share of the funding has been devoted to improving key aspects of sustainable tourism, such as the management of food waste, waste reduction and optimisation of energy efficiency, including through participation in training and information courses held in April and May 2024.

The Partners

The I-STARS project is implemented by the following partner organisations:

- Cyprus Chamber of Commerce and Industry (Cyprus)
- Network of the Chambers of Commerce and Industry of the Islands of the European Union - INSULEUR (Greece)

- Observatory on Tourism for the Economy of the Islands (Italy)
- Mallorca Chamber of Commerce (Spain)
- Mallorca Tourism Foundation (Spain)
- Vagabond Tours of Ireland (Ireland)

Addiopizzo Travel's Selection of ACTA as Expert

Following of national selection process, the social cooperative was chosen together with 24 other Italian companies to develop its sustainability strategy, with the support of the expert partner ACTA – Sensi Contemporanei srl Impresa Sociale of Milan (www.actanet.it). Addiopizzo Travel undertook this journey in synergy with Capaci No Mafia, the association that inaugurated MuST23, the 23 May Station Museum, in 2024. www.actanet.it [Must23, Museo Stazione 23 Maggio](#)

Our Tour Operator chose ACTA as the expert partner for this path thanks to its proven experience in tourism sustainability and its ability to support innovative local development strategies.

ACTA is of social enterprise founded as of non-profit association in 1993 and transformed into of social enterprise in 2022. It operates in the fields of Art, Culture, Tourism and the Environment, developing strategies for sustainability and the strengthening of local economies. Over the past ten years, it has focused its work on participatory planning in sustainable tourist destinations, supporting public and private bodies in strategic management, project implementation and impact monitoring. Its interdisciplinary approach is based on of structured method that integrates Policies, Processes and Projects, promoting shared development action among institutions, businesses and local communities. [Politiche, Processi e Progetti](#)

At the international level, ACTA has worked with the European Commission, national ministries and other strategic partners on sustainable tourism and territorial development projects. Its experience in the application of criteria for environmental certifications is well established: in 2000 it was commissioned by the Italian Ministry for the Environment to define and coordinate the process that led to the establishment of the European Ecolabel for the hospitality and camping sector and, in 2005, to the revision of the criteria as provided for under the European Regulation; it introduced the European Charter for Sustainable Tourism in Protected Areas (ECST) in Italy in 2001. Today ACTA continues to support local authorities and regional organisations in developing projects that strengthen awareness and skills among tourism operators, contributing to the economic and environmental resilience of communities.

ACTA is also of founding member of ECOTRANS, the European network of experts and organisations engaged in sustainable tourism, the environment and regional development. ECOTRANS is of founding member of the Global Sustainable Tourism Council (GSTC) and manages the Tourism2030 portal, recognised by the United Nations as of “Partnership for Sustainable Development” in support of the Sustainable Development Goals (SDGs). Together, ACTA and ECOTRANS make internationally valuable tools and services available in the Italian

context, including the Going Green Check (part of the Going Green Ecosystem offer), for which ACTA holds exclusive distribution rights in Italy. [ECOTRANS](#)

The Going Green Check, in particular, integrates sustainable development strategies with advanced digital tools, offering tourism operators of simplified pathway towards sustainability. This service combines strategic guidance and digital transformation, facilitating the adoption of responsible practices across the entire tourism value chain.

Why ACTA Was Chosen:

1. Proven experience in tourism sustainability, with more than 30 years of activity and an interdisciplinary approach integrating planning, management and monitoring.
2. Opportunity to collaborate with the ECOTRANS network, of which ACTA is of founding partner, providing access to international networks and innovative tools for the development of future projects.
3. Partner of Fairweg, the network of tour operators and travel agencies in Germany certified by Travelife, and together with ACTA of member of the Ecotrans network, supporting Addiopizzo in reaching new international markets (an action included in this plan and an outcome of the iSTARS process).
4. A long-standing relationship of trust with Addiopizzo, dating back to 2012, when some ACTA members, then experts in the Department for Development and Economic Cohesion of the Ministry of Economic Development, supported Addiopizzo in its transformation from an association into of tour operator.

These elements make ACTA the ideal partner to support our Tour Operator along of strategic path of sustainable growth, encouraging integration with international networks and innovative tools.

FAIRWEG - <https://fairweg.de/>

FAIRWEG® è un'agenzia di viaggi specializzata in turismo sostenibile, con 12 sedi in tutta la Germania e un team di 78 specialisti del settore. L'azienda offre una gamma di viaggi sostenibili, dalle escursioni in Norvegia ai tour in Asia, viaggi in treno attraverso gli Stati Uniti e safari in Africa. FAIRWEG® si impegna a fornire informazioni dettagliate per sfatare i pregiudizi sulle difficoltà e i costi associati al turismo sostenibile, dimostrando che viaggiare in modo responsabile è accessibile a tutti.

Per valutare le strutture ricettive, FAIRWEG® utilizza il proprio punteggio FAIRWEG® Score, che classifica gli alloggi in base a 12 criteri di sostenibilità allineati agli standard del Global Sustainable Tourism Council (GSTC). Questo approccio scientifico e costantemente aggiornato consente di offrire soluzioni sostenibili sia ai clienti privati che ai partner commerciali, come tour operator, agenzie di viaggio e destinazioni turistiche.

Per garantire che le strutture e i viaggi proposti rispettino principi di sostenibilità, Fairweg adotta un sistema di valutazione basato su tre pilastri:

1. **Tutela ambientale** – Vengono selezionati hotel e servizi che adottano pratiche ecologiche concrete, come l'uso di energie rinnovabili, la riduzione dei rifiuti e una gestione responsabile dell'acqua.
2. **Beneficio per le comunità locali** – Le strutture e i tour devono favorire l'economia locale, garantendo che una parte significativa dei ricavi rimanga nella destinazione e coinvolga fornitori e lavoratori del posto.
3. **Riduzione dell'impatto climatico** – Viene incentivata la scelta di mezzi di trasporto a basse emissioni e, laddove il volo sia necessario, Fairweg offre la possibilità di compensare le emissioni di CO₂ attraverso programmi di carbon offset.

Inoltre, FAIRWEG® collabora con Travelife, un programma internazionale di certificazione per la sostenibilità nel settore turistico. Travelife ha certificato oltre 900 hotel in tutto il mondo, valutando le loro pratiche in ambito ambientale, sociale ed economico. Questa partnership garantisce che le strutture proposte da FAIRWEG® rispettino elevati standard di sostenibilità, offrendo ai viaggiatori esperienze che minimizzano l'impatto ambientale e promuovono benefici per le comunità locali.

What Addiopizzo Travel Is Working On

Our tour operator plays an active role in promoting ethical and certified consumption by offering “100% Mafia-free” experiences through collaboration with the Addiopizzo network. Our guests come into contact with a virtuous social supply chain and are made more aware of ethical economic practices. Our work is an ongoing process in which we constantly reflect on ethics and sustainability in order to ensure consistency between our proposals and the economic and social benefits generated for the local community.

For us, sustainability is not limited to social and cultural impact; it also requires of stronger commitment to environmental issues, and the call offers the opportunity to develop of strategy and an intervention plan to schedule future activities. Our main objective is to create of sustainability strategy — of sustainable tourism development plan that defines both

theoretical and operational guidelines in line with the company's vision and with European and national policies (such as the Green New Deal and the SDGs).

With the support of experts, we aim to address these challenges in of systematic way, contributing to of model of ethical tourism capable of generating positive long-term impacts.

1.1 The Process

Set out below is the process followed to build the Sustainability Strategy.

1. March – June 2024: Identification of Indicators and Ongoing Projects

- Organisation of meetings and online working groups with the Expert and the participation of our collaborators and employees in order to encourage discussion on intervention areas and on ongoing or already developed projects / initiatives / products.
- Identification of environmental, social and economic indicators through survey grids to assess their level of sustainability.

2. April – May 2024: Survey Grid and Mapping of the Tourism Supply Chain

- Completion of of survey grid to identify key intervention areas and assess ongoing tourism projects and their consistency with sustainability objectives.
- Mapping of the tourism supply chain in order to identify strategic areas for action and key stakeholders, including local communities and residents.

3. June – September 2024: Stakeholder Analysis

- Introduction of of new focus on stakeholder analysis, supported by an additional survey.
- Data collection guided by the Experts, with three online sessions and of meeting in July to develop of preliminary data analysis through summary charts.
- In September, completion of the data collection and planning of the workshop.

4. October 2024: In-Person Workshop in Isola delle Femmine

- 15–16 October: Two days of intensive work at the Addiopizzo Travel headquarters, divided into four main sessions: a) presentation of the analysis results; b) definition of the key areas of intervention; c) design of actions and initiatives for the strategic plan, including the presentation of European good practices; d) definition of key concepts aimed at the external communication strategy.
- Involvement of our internal collaborators in the first three sessions and of Addiopizzo Travel's communication agency in the fourth.
- Introduction of the Going Green Check software (ACTA and Ecotrans) to assess sustainable certification programmes, with testing scheduled by February 2025.

5. October – December 2024: Design of the Strategy

- Drafting of the Sustainability Strategy, through document exchange and online meetings, including:
 - Analysis of the company’s current sustainability status and consistency with national and European policies.
 - Assessment of intervention areas and future projects, including environmental, economic and socio-cultural impacts.
 - Identification of strategic priorities for the future.
 - Definition of communication and awareness-raising actions addressed to specific target groups.
 - Preparation of of work plan for the 2025–2026 period.

6. January – March 2025

- Participatory process involving our collaborators and employees who, through of structured survey, expressed the action priorities to be included in the 2025–2026 strategy.
- Drafting of the strategic roadmap, accompanied by of structured communication plan (articles, social media posts and video interviews).

2. Methodology

2.1 Reference Policies

The method adopted for the construction of the Sustainability Strategy was provided by ACTA and is based on the “3P” model (Policies, Processes, Projects). This approach made it possible to integrate strategic vision, operational analysis and project development in of coherent and systematic way.

The first phase was guided by the analysis of the reference policies, which were essential to contextualise and orient operational actions. In particular, the main policies examined were:

- **European Green Deal: it provided of reference framework for the transition towards of climate-neutral economy, highlighting the need to reduce emissions, preserve biodiversity and promote the sustainable use of resources.**
- **European Tourism Strategy 2030: published by the European Parliament, this strategy identified key priorities for the tourism sector, including sustainability, digitalisation and economic resilience.**
- **European Commission Transition Pathway: it provided operational guidance to help tourism-sector businesses transition towards sustainable practices, emphasising the need to involve local and regional stakeholders.**

- **UNWTO (World Tourism Organization) guidelines: they reinforced the importance of adopting tourism practices that respect the principles of environmental, cultural and social sustainability.**

These policies formed the strategic basis for defining of conceptual and operational framework. At this stage, the framework provided by the Global Sustainable Tourism Council (GSTC) was adopted as of conceptual guide for future actions. The GSTC, internationally recognised, proposes specific criteria for the tourism sector, divided into two macro-categories: Industry Criteria, dedicated to tour operators and accommodation providers, and Destination Criteria, for the sustainable management of destinations. The GSTC criteria were used as of reference for creating the survey tables (proposed by the Experts) and sustainability indicators, ensuring of rigorous assessment aligned with international standards.

2.2 Processes of Analysis and Stakeholder Engagement

The second phase of the ACTA method focused on processes, namely the analysis and reconstruction of the sustainability practices already initiated by the tour operator. During this phase, ongoing projects and initiatives were analysed, including:

- **Ethical tours: with suppliers certified by Addiopizzo (100% extortion-free), contributing to the circuit of of clean and lawful economy.**
- **Engagement of local communities: projects that encourage social inclusion and support local suppliers and operators.**

However, this phase highlighted the need to complement previous findings with stakeholder analysis, which is fundamental to understanding our tour operator's system of relationships and influences at local, regional, national and international level. For this reason, the ISO 26000 model on corporate social responsibility was adopted. ISO 26000, an international reference standard, provides guidelines for identifying and engaging relevant stakeholders, promoting responsible economic, social and environmental practices. This framework proved essential for mapping our tour operator's relationships and imagining future developments consistent with the principles of sustainability.

2.3 Projects and Areas of Intervention

The third phase of the ACTA method supporting the preparation of this Strategy focused on projects, with an in-depth analysis of the gaps and strengths that emerged during the previous phases. Based on the data collected and the stakeholder analysis, it was possible to:

- Identify strategic areas of intervention.
- Set operational priorities by selecting the projects with the greatest potential environmental, economic and socio-cultural impact.
- Plan the actions needed to close any gaps and strengthen existing strengths.

This methodology made it possible to envisage of clear and concrete path of intervention aimed at ensuring of positive and measurable impact in sustainability terms, in line with the reference policies and GSTC criteria.

3.3. Analysis of the Company's Current State

In addition to the in-depth analyses proposed and developed by ACTA, our tour operator took part in two other processes that helped define the company's current state.

1. The first concerns the monitoring questionnaires proposed by iSTARS, which made it possible to define the state of the art of our tour operator in relation to several key areas: management of water, waste, energy, food, CO2 emissions, stakeholder relations, as well as company policies and strategies.
2. The second element concerns the Biosphere certification process, obtained in February 2025. This recognition was preceded by an in-depth analysis of our tour operator, described below.

3.1 The Biosphere Certification Process

Within the ECOTOURS project, whose Italian partner is the Fondazione Comunitaria di Agrigento e Trapani and of which Addiopizzo Travel is of beneficiary SME, of sustainability certification process in the tourism field was launched.

The project's objective is to promote the adoption of good sustainable development practices and to transform marginal areas affected by the COVID-19 pandemic into circular, green and sustainable tourist destinations.

The concluding action of the project is to facilitate the obtaining of of sustainability certification for beneficiary SMEs, through the consultancy and facilitation provided by ON srl - Impresa Sociale, which was responsible for:

- pre-selecting of range of possible certifying bodies at European level relevant to the tourism sector;
- helping choose the certification best suited to the beneficiary SME;
- supporting the SME throughout the certification process, summarising how the selected body operates and indicating which documents are required to start the verification process;
- supporting the SME in collecting the required documents and uploading them to the certifying body's platform.

Addiopizzo Travel chose BIOSPHERE certification because of the comprehensiveness of the sustainability criteria used, as well as the clarity of the platform's usability and of the certification process overall.

Addiopizzo Travel found evidence in all 10 areas of activity that make up the BIOSPHERE plan, namely:

01: Local Impact

02: Healthy, safe and inclusive offer

03: Decent work, parity, and equality

04: Water and energy responsibility

05: Innovation and new technologies

06: Accessibility

07: Cultural identity

08: Circular Economy, waste management, and procurement

09: Environment and Climate Change

10: Communication and customer engagement

On 13 February 2025, all the necessary documentation was uploaded and the verification process was launched, concluding with the awarding of the “Biosphere Committed” badge. This first step recognises the organisation’s commitment to the sustainability path.

The next step is to obtain the actual certification, by continuing to implement internal behaviours and processes and being able to provide evidence in this respect, which must continue to be uploaded to the platform over time. Our organisation achieved “Biosphere Certified” status (Certificate number: BTO 004/2025 RTI) in early March 2025.

Addiopizzo Travel’s immediate objective is to communicate the achievement of Biosphere Certified status appropriately through the communication materials made available by the platform, in order to strengthen the cooperative’s image and demonstrate the commitment invested over the years in building of sustainable alternative in tourism; subsequently, it aims to implement the actions required to maintain and advance Biosphere certification.

Figure 1: Official screenshot of the website certifying our tour operator’s inclusion in the register and the related certificate number.

TOUR OPERATORS

ADDIOPIZZO TRAVEL

Sustainability efforts

Did you know that **ADDIOPIZZO TRAVEL** has committed to the following sustainable actions? Learn more below:

The global sustainability of ADDIOPIZZO TRAVEL

Sustainability efforts such as that of **ADDIOPIZZO TRAVEL** require recognition such as Biosphere Certified, want to know more? Continue reading.

- Prioritise the use of new technologies for more sustainable activity.
- They promote social-economic growth in their environment.
- Adopt resilience measures in the face of eventualities and disasters.


**2025
CERTIFIED**
BIOSPHERE
SUSTAINABLE

Certificate number: BTO 004/2025 RTI

The Biosphere Certified badge is awarded after verifying that sustainable practices are being implemented correctly. It guarantees that the entity is fulfilling its commitments.

ADDIOPIZZO TRAVEL
 City metropolitana Bologna

4. Analysis of Projects and Current Actions

4.1 Stakeholder Analysis

In the responsible management of its activities, Addiopizzo Travel adopts an approach that reflects the principles of the “Guidance on Social Responsibility” (UNI EN ISO 26000), which defines stakeholders as individuals or groups whose interests are directly or indirectly influenced by the organisation’s activities. Understanding the various kinds of interests — social, environmental and economic — held by these groups makes it possible to build of more aware and responsible relationship.

Although Addiopizzo Travel is not always fully aware of every impact its decisions may have, it has nevertheless put in place of structured process to identify and respond to stakeholder concerns, particularly those of suppliers, which are of central element of its value chain.

Identification and Engagement of Stakeholders

The first step in Addiopizzo Travel’s approach is to identify the main stakeholders through careful analysis. This process involves answering key questions:

1. **Towards whom does the organisation have legal obligations?**
2. **Who could be positively or negatively affected by the organisation’s decisions?**
3. **Who might express concerns regarding the organisation’s activities?**
4. **Who has previously been involved in similar decision-making processes?**
5. **Who can help manage specific impacts?**

Addiopizzo Travel's stakeholders include not only direct suppliers, but also the organisations with which it works, such as actors in the "mafia-free" movement and local, national and international institutions that promote social and environmental sustainability.

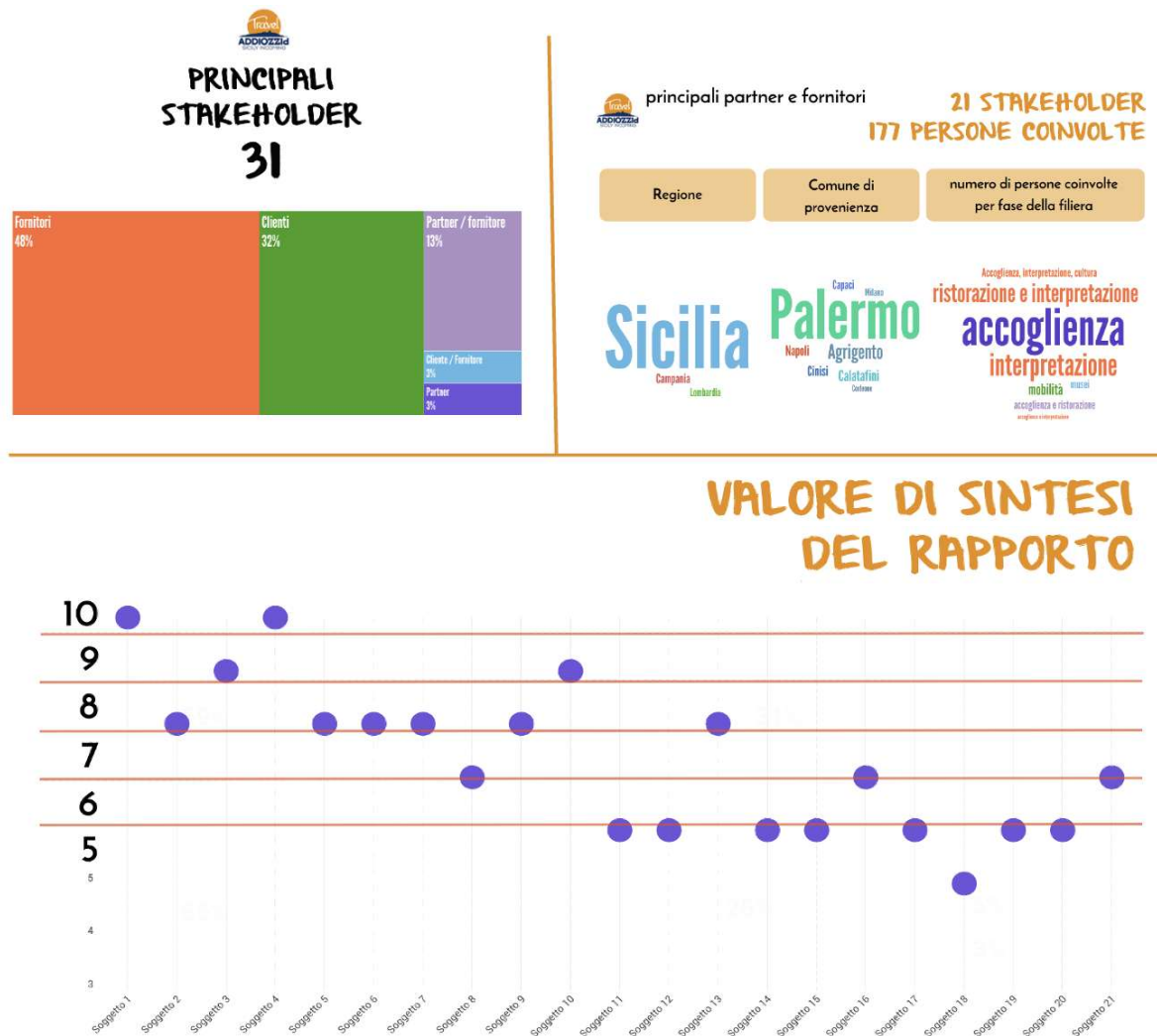
For the purposes of this report, we chose to protect the anonymity of our partners and therefore do not list the names of all the entities or organisations with which we have relationships, even though they were explicitly identified during the survey and analysis process, with of view to launching of subsequent dialogue path that makes future decisions explicit and shared.

The figure below summarises some data resulting from the analysis: the survey aimed to understand the nature of the existing relationships with partners (understood as clients and suppliers, excluding collaborators), measuring them against four dimensions analysed through four specific questions, on of scale from 1 to 10 (0 = not at all; 10 = very much):

1. Relevance of the collaboration. On of scale from 0 to 10, how essential / important is the collaboration with the stakeholder?
2. Interest. On of scale from 0 to 10, what is the level of interest in collaborating with the stakeholder?
3. Commitment. On of scale from 0 to 10, what level of commitment is required in the involvement / collaboration? (The concepts of commitment and involvement refer to costs, human resources and time).
4. Relationship. On of scale from 0 to 10, what emotional, psychological and cognitive investment is needed to make decisions and achieve mutual understanding in order to ensure the collaboration / relationship?

Figure 2: Number of CLIENT stakeholders. The summary value represents the synthesis of the 4 dimensions measured in the survey: relevance of the collaboration, interest, commitment and relationship.

Figure 3: Number of PARTNER and SUPPLIER stakeholders, sectors of collaboration, geographical area of origin, and summary value of the 4 measured dimensions.



Social Responsibility and Sustainable Impacts

According to the principles of ISO 26000, an organisation is responsible not only for the direct impacts of its decisions, but also for the indirect impacts arising from its relationships with suppliers and partners. Addiopizzo Travel recognises that its influence extends beyond the value chain, affecting the local community and the environment through the choices made by its suppliers. For this reason, our organisation is committed to responding proactively to these impacts, taking measures to mitigate negative ones and strengthen positive ones.

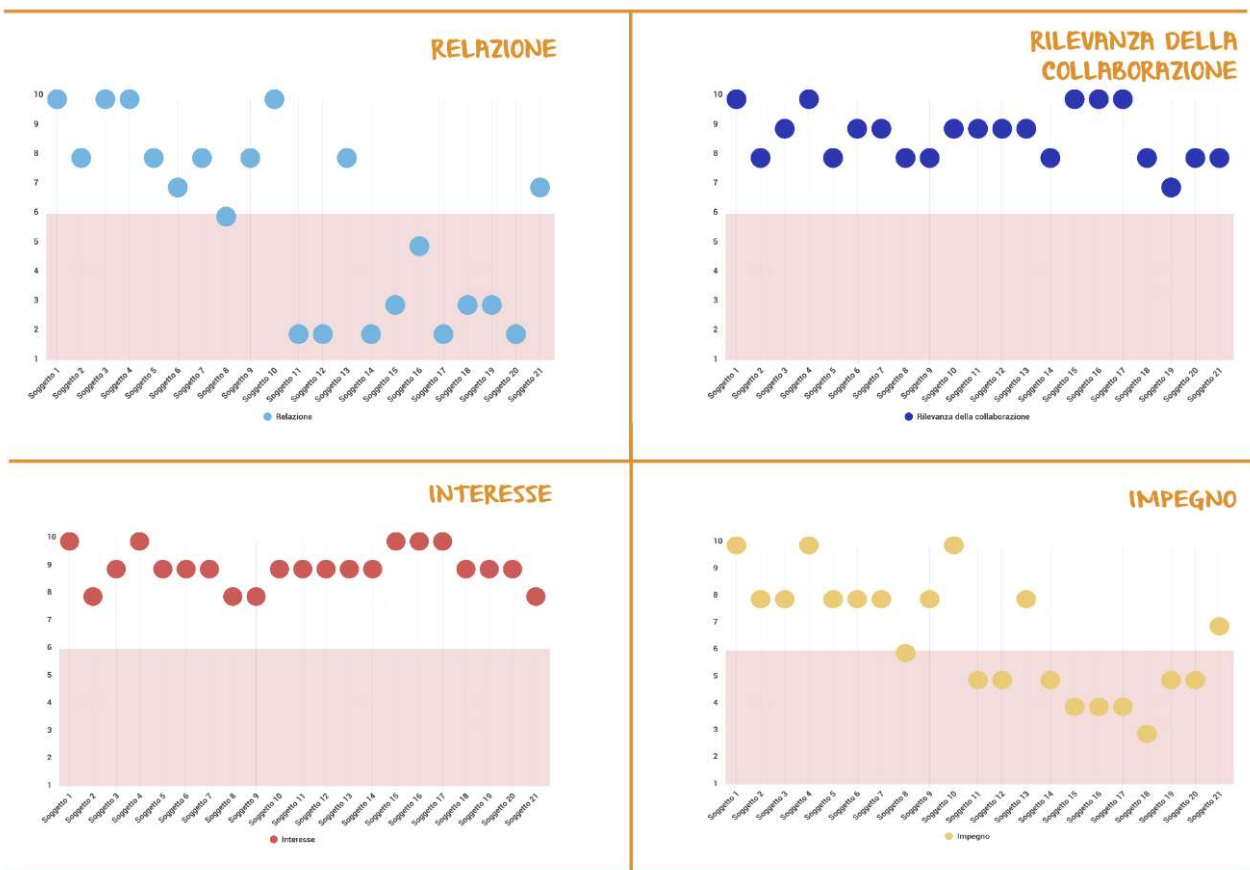
To this end, we are working on several fronts:

1. **Responsible Supplier Agreements: our organisation is committed to choosing suppliers that share the fundamental values of social and environmental sustainability, giving preference to those holding sustainability certifications.**

2. **Stakeholder Engagement: in addition to working with suppliers, we are actively involved with our communities, local institutions and other actors committed to fighting the mafia and promoting of lawful economy.**
3. **Training and Collaboration: our organisation promotes training activities to raise suppliers' awareness of the importance of sustainability, at both social and environmental level, thereby consolidating of network of responsible partners consistent with Addiopizzo Travel's mission.**

The figure below will be very useful in the gradual and differentiated process of dialogue with the stakeholders that we intend to initiate, because it allows us to focus on certain aspects of the relationship in order to monitor the impacts we have analysed and those that may be generated by future initiatives.

Figure 4: Positioning, by stakeholder type, with respect to the 4 dimensions identified

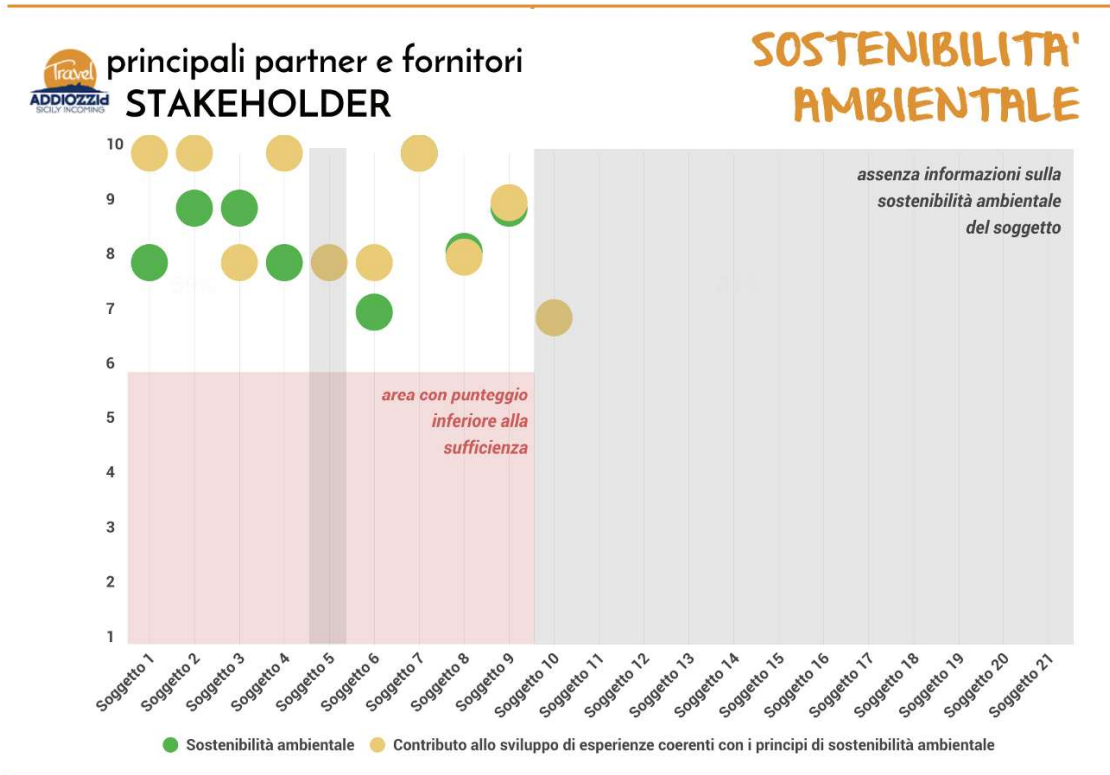


Sustainability Prospects and Stakeholder Engagement

During the analysis, Addiopizzo Travel identified several areas in which stakeholder engagement could be strengthened:

1. **Greater Integration of Environmental Sustainability:** our organisation is working to fully integrate sustainability into all its strategic choices, from suppliers to day-to-day activities, by developing of code of conduct that also includes environmental aspects, in addition to the social aspects already defined.

Figure 5: Commitment to sustainability, according to our organisation's perception, by the identified stakeholders.



2. **Strengthening Relationships with Suppliers:** to optimise our network, Addiopizzo Travel plans to deepen dialogue with existing and potential suppliers, establishing agreements that go beyond the simple provision of services and include the adoption of long-term responsible practices by the suppliers themselves (and are therefore reportable).
3. **New Collaboration Opportunities:** Addiopizzo Travel intends to expand its supplier network by including new partners that operate with of strong commitment to sustainability, both social and environmental.

5. Evaluation of Areas of Intervention

5.1 Introduction

In order to identify the priority areas in which Addiopizzo can act to strengthen its commitment to sustainability, we followed of structured process based on the criteria of the Global Sustainable

Tourism Council (GSTC), as set out by Expert ACTA. This approach made it possible to align the analysis with international best practices and define of clear methodological framework.

The Method of Analysis

The methodology adopted was articulated in three main phases:

1. **Definition of the areas of analysis: the GSTC criteria for tour operators were examined, structured into four fundamental areas:**
 - **Sustainable management: including governance, planning and the implementation of sustainable business strategies.**
 - **Socio-economic impact: assessment of practices that support the local economy, human rights and social inclusion.**
 - **Cultural impact: protection and enhancement of cultural heritage and local traditions.**
 - **Environmental impact: management of natural resources, reduction of ecological footprint and protection of biodiversity.**
2. **Collection of qualitative data: we actively contributed to the process by providing information through of structured questionnaire divided into five main sections:**
 - **Organisation of the company: analysis of the organisational structure, staff and physical premises.**
 - **Company mission, collaborators and suppliers: assessment of business objectives, collaborations and the supply chain.**
 - **Sources of company funding: review of economic resources and their use in sustainable activities.**
 - **Products, services, activities and projects: identification and assessment of tourism initiatives and offerings from of sustainability perspective.**
 - **Communication and dissemination: internal and external communication practices, with particular attention to raising awareness of sustainability.**

Each section included an analysis of the current state (as of 2024) and an evolutionary interpretation covering the last ten years of activity (2014–2024).

3. **Analysis and interpretation of the data collected: qualitative data were cross-referenced with the GSTC criteria to identify priority intervention areas. This process led to the identification of four fundamental areas for improvement, while communication was considered of cross-cutting dimension to be addressed separately.**

Priority Areas of Intervention

Internal Organisation

The analysis highlighted that organisational structure and human resources management are central to improving corporate sustainability. First and foremost, the appointment of an internal sustainability manager (possibly chosen from among the younger members of the group) who will coordinate and measure progress in the planned activities. Opportunities were identified for staff training on sustainability issues, which could increase awareness and internal engagement. Younger generations are of priority theme for Addiopizzo, which intends to structure work opportunities to encourage their operational involvement. In addition, of need emerged to develop governance practices that integrate sustainability at every decision-making level, such as the adoption of of long-term strategic plan that includes measurable objectives.

Also from an organisational perspective, one area on which our tour operator intends to act concerns strategic positioning in the European market. In this respect, the relationship with Fairweg is of particular interest: activated thanks to the support of Expert ACTA, it has allowed us — as illustrated below — to come into contact with of European partner specifically dedicated to the promotion of sustainable and certified travel, which could showcase not only our offer but also our ethical code as of distinctive case at European level.

Office Organisation

Our tour operator's office, located in an old railway station in the Municipality of Isola delle Femmine, represents of strategic place for the application of sustainable policies. The analysis highlighted the need to adopt measures to reduce environmental impact, such as:

- The adoption of of “plastic-free” policy for all office management activities.
- The adoption of of policy to identify “green suppliers” that follow of sustainability protocol, shared and made public (for office product supplies, staff needs and internal organisation).
- The digitalisation of some processes in order to reduce paper consumption.
- The promotion of sustainable mobility policies for employees. These measures not only reduce environmental impact, but also strengthen the company's image as of promoter of responsible practices.
- Assessing whether in the future it may be possible to adopt emissions-compensation practices for activities or initiatives whose CO2 emissions cannot be reduced.

Supplier Management

The management of suppliers involved in the tours or visits offered has proven to be of crucial area for promoting sustainability throughout the tourism supply chain. The following key points were identified:

- Promoting collaboration with local and sustainable suppliers, giving preference to certified ones.

- Introducing supplier-selection criteria based on environmental, social and economic indicators.
- Monitoring and periodically evaluating supplier practices in order to ensure consistency with the company's sustainability principles.

Visit Proposals

The visit proposals offered by our tour operator are at the heart of the company's activity and represent of significant opportunity to positively influence tourists and local communities. The analysis indicated the need to:

- Develop low-environmental-impact itineraries, beyond what is already offered and proposed (routes accessible by bicycle or on foot are already part of Addiopizzo's core offer).
- Integrate educational and awareness-raising activities into the tours for tourists on issues of environmental — and not only social — sustainability, in order to encourage responsible behaviour.
- Expand the offer with 100% offset tours to be proposed on the European market.

These four areas of intervention were identified as priorities because they represent the main areas for improvement that emerged from the analysis. The planned interventions will help strengthen our tour operator's sustainability both operationally and strategically, ensuring consistency with the GSTC criteria and with the reference policies. Communication will be addressed separately, since it is of cross-cutting dimension that runs through all the areas of intervention.

Table no. 1: This table shows the identified areas of intervention, the actions that could generally be improved, some control KPIs for achieving the results, and consistency with the Sustainable Development Goals of the 2030 Agenda.

Area of intervention	Action	KPI	SDGs
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<p>Internal organisation</p>	<p>Appointment of of sustainability manager, preferably of young internal member, responsible for coordinating sustainability-related activities, monitoring progress and ensuring the effectiveness of the actions undertaken.</p> <p>Plan an annual training programme dedicated to sustainability, including: Modules on the environment, society and the economy in relation to sustainable tourism. Practical sessions to implement operational tools, such as the measurement of company sustainability indicators.</p> <p>Collaborate with experts and institutions to develop more targeted training content, making use of the experience gained in projects such as Ecotours and I-Stars.</p> <p>Extend training to all collaborators and key stakeholders, creating of widespread and shared culture around sustainability principles.</p> <p>Expand the network of collaboration with European partners (for example Fairweg) that promote sustainable travel, in order to support the strategic positioning of our tour operator in the European market. A recognisable positioning consistent with sustainability principles.</p>	<p>Appointment of of sustainability manager Number of activities coordinated by the manager (e.g. actions implemented, reports produced). Frequency of revisions and updates of the sustainability plan (e.g. annual, every two months, etc.). Rate of employee involvement in sustainability initiatives (e.g. % participation in projects).</p> <p>Plan an annual sustainability training programme</p> <ul style="list-style-type: none"> ● Number of training modules delivered annually. ● Number of participants per session / training activity. ● Participant feedback (e.g. average training rating on of scale from 1 to 5). ● % improvement in knowledge of sustainability practices (e.g. pre- and post-training tests). <p>Collaborate with experts and institutions for targeted training content</p> <ul style="list-style-type: none"> ● Number of experts / institutions involved. ● Number of new modules or contents developed thanks to the collaborations. ● % use of these contents within company training programmes. <p>Extend training to all collaborators and key stakeholders</p> <ul style="list-style-type: none"> ● Number of workshops or training events organised for external stakeholders. ● Stakeholder satisfaction rate with the training received (e.g. post-training questionnaires). ● Increase in the number of sustainable initiatives adopted by partners or stakeholders after the training. <p>European collaboration network:</p> <ul style="list-style-type: none"> ● Number of new European partners involved (e.g. Fairweg, other sustainable tourism platforms). ● Percentage of sustainable travel packages promoted through the partner network. ● Growth in market share for sustainable travel in Europe (analysis of sales and turnover linked to sustainable travel). ● Number of joint marketing and communication campaigns with European partners. ● Increase in website traffic and conversions thanks to collaboration with European partners (referral and online booking monitoring). ● Participation in international sustainable tourism events, fairs and workshops (number of events and impacts generated). ● Mentions and certifications received for positioning in sustainable tourism (e.g. recognitions from European bodies). ● Number of collaborations with bodies and organisations for projects financed on innovation in sustainable tourism. 	<p>SDG 4 – Quality Education SDG 8 – Decent Work and Economic Growth SDG 9 – Industry, Innovation and Infrastructure SDG 11 – Sustainable Cities and Communities SDG 12 – Responsible Consumption and Production SDG 13 – Climate Action SDG 16 – Peace, Justice and Strong Institutions SDG 17 – Partnerships for the Goals</p>
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<p>Office organisation</p>	<p>Introduce of “Plastic-Free” protocol with specific actions to permanently eliminate the use of unnecessary plastics.</p> <p>Reduce water and energy consumption through targeted technical interventions and the adoption of more efficient practices.</p> <p>Offset residual emissions with concrete environmental sustainability initiatives, such as tree planting.</p> <p>Collaborate with public transport companies to encourage the use of low-impact means among collaborators and travellers.</p>	<ul style="list-style-type: none"> ● Percentage reduction in single-use plastic compared with the previous year, measured in kg or units of products eliminated. ● Number of plastic products replaced with sustainable alternatives, broken down by category (bottles, packaging, cutlery, etc.). ● Reduction in per-capita water consumption (litres per employee/day) before and after the implementation of efficiency measures. ● Reduction in energy consumption per facility and per employee/day (kWh), with annual comparison. ● Quantity of CO₂ emissions offset through sustainability projects (expressed in tonnes of CO₂/year). ● Number of trees planted and total area reforested (in hectares or square metres). ● Percentage of collaborators and travellers using public transport or other low-impact means compared with the total. ● Reduction in CO₂ emissions linked to the movements of collaborators and travellers thanks to the use of low-impact transport (calculated in tonnes of CO₂ saved). 	<p>SDG 12 – Responsible Consumption and Production SDG 13 – Climate Action SDG 14 – Life Below Water SDG 15 – Life on Land SDG 7 – Affordable and Clean Energy SDG 11 – Sustainable Cities and Communities</p>
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<p>Supplier management</p>	<p>Creation of of Supplier Selection Regulation: define an internal regulation establishing clear criteria for supplier selection, with particular attention to social and environmental sustainability. This regulation will also include preference for companies that have joined anti-mafia initiatives and networks that promote of lawful economy.</p> <p>Supplier Training: launch training programmes for suppliers, raising awareness on sustainability and legality, with the aim of consolidating of network of responsible partners that share the cooperative’s core values.</p> <p>Expansion of the Supplier Network: increase the network of suppliers engaged on sustainability issues, giving preference to companies that adopt responsible, ethical and circular tourism practices.</p>	<ul style="list-style-type: none"> ● Percentage of suppliers selected on the basis of sustainability criteria out of total active suppliers. ● Number of suppliers certified or adhering to anti-mafia initiatives and lawful-economy networks, out of the total. ● Number of suppliers certified in environmental sustainability, out of the total. ● Drafting and implementation of the supplier-selection regulation, with annual updates based on new standards and best practices. ● Number of training sessions delivered to suppliers on sustainability and legality. ● Number of suppliers that successfully completed the training programmes out of the total suppliers involved. ● Rate of improvement in suppliers’ sustainability practices measured through audits or pre- and post-training self-assessment questionnaires. ● Increase in the number of suppliers with environmental, ethical or circular-economy certifications compared with the previous year. ● Percentage of purchases made from sustainable suppliers out of total company purchases. ● Expansion of the supplier network: number of new suppliers adopting responsible, ethical and circular tourism practices during the year. ● Economic impact generated towards businesses promoting sustainability and legality (e.g. value of orders placed with these entities). 	<p>SDG 8 – Decent Work and Economic Growth SDG 12 – Responsible Consumption and Production SDG 16 – Peace, Justice and Strong Institutions SDG 17 – Partnerships for the Goals</p>
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<p>Visit proposals</p>	<p>Study trips: expanding the topics covered in the packages and greater flexibility in design were key choices in meeting schools' needs.</p> <p>One-day tour: increase in the number of proposals, improvement of content and logistics, with particular attention to staff training. Introduction of training session (for guides and Civil Service participants) to be entrusted to experts / partner associations.</p> <p>Multi-day tours: the offer has been enriched with the inclusion of new themes and ways of enjoying the experience, in order to attract of public that is sensitive but not necessarily "committed".</p> <p>100% green tour: design of the new 100% green tour, which will mark of significant step towards full sustainability in tourism offerings.</p>	<ul style="list-style-type: none"> ● Increase in the number of participants, in order to measure the increase in clients compared with the previous year. ● Customer satisfaction, monitoring clients' satisfaction through post-tour surveys. ● Number of new themes added, quantifying the new themes and ways of enjoying the experience introduced. ● Customer return rate, measuring the percentage of clients who return for of subsequent tour. ● CO2 emissions per participant, monitoring the reduction in carbon emissions for each participant in the tour. ● Increase in demand for green tours, monitoring the growth in demand for eco-sustainable tourism packages. ● Eco-certifications obtained, monitoring the number of ecological certifications received by the tour (e.g. Green Key, Eco-Label, etc.). 	<p>SDG 8 – Decent Work and Economic Growth SDG 12 – Responsible Consumption and Production SDG 4 – Quality Education</p>
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5.2 Internal Organisation

Following the analysis of the data collected, and with reference to Addiopizzo Travel's internal organisation, two macro areas of intervention were identified: training and the involvement of young people. As of priority, it was decided to appoint of sustainability manager, preferably of young internal member, who will coordinate activities related to sustainability, monitor progress and ensure the effectiveness of the actions undertaken. Training is of central aspect in promoting of sustainable corporate culture by strengthening staff skills and aiming to integrate the three pillars of sustainability (environmental, social and economic). At the same time, investment in young people is seen as of strategic choice to ensure innovation, continuity and inclusion in the long term, by valuing new generations through training pathways, the Universal Civil Service and professional growth opportunities. These two areas are fundamental for building of strong and future-oriented organisation.

Moreover, still from the point of view of organisational structure, one area on which our tour operator intends to take action concerns strategic positioning in the European market. In this case, the relationship with Fairweg is of particular interest: activated thanks to the support of Expert ACTA, it has allowed us — as illustrated below — to come into contact with of European partner specifically dedicated to offering sustainable and certified travel, which could convey not only our offer but also our ethical code as of distinctive case at European level.

5.2.1 Training

Training is of central aspect in promoting of sustainable corporate culture and strengthening staff skills. However, the analysis showed that, although significant training initiatives have been launched in recent years, they have not yet addressed the three pillars of sustainability (environmental, social and economic) in of systematic and integrated way. The tour operator's training initiatives are divided into two main categories: mandatory training and voluntary training.

1. Mandatory Training

- Workplace Safety Modules: as required by Italian legislation, staff have attended courses on workplace safety, which are essential to ensure compliance with the law and best practices.
- Internal Training on Mafia and Anti-Mafia Issues: considered indispensable for all collaborators, this training provides the background necessary to work consistently with the tour operator's mission. It includes, for example:
 - A basic bibliography on mafia and anti-mafia topics.
 - Lectures, slides, text and audiovisual materials dedicated to the history and impact of the Addiopizzo movement.
 - Internal-use documents describing the itineraries and distribution of the content of each tour, for example the detailed outline of the "Palermo No

Mafia” tour, which represents one of the cooperative’s most emblematic experiences.

2. Voluntary Training

Starting in 2020, the year of the lockdown due to the pandemic, the cooperative launched several optional training initiatives for its members and collaborators, taking the opportunity to develop strategic skills in key areas. The most significant examples include:

- Digital marketing courses to improve the promotion of tourism products and services.
- Training on labour regulations, with the aim of strengthening internal management capacities.
- Foreign-language courses, useful for expanding the international target market.
- Participation by some members in training programmes organised by Ashoka, focused on social entrepreneurship and changemaking.
- Within the I-Stars and Ecotours (Cosme) projects, specific courses on environmental sustainability and circular tourism, representing of first step towards greater awareness and preparedness in the sustainability field.

Areas for Improvement

Despite the progress made, the analysis identified some gaps that limit the full potential of training as of lever for sustainability. In particular:

- **Need to improve the integrated approach to sustainability: while recent courses have addressed environmental topics, of structured training approach that also includes the social and economic pillars has only been developed in of non-priority way. For example, the following themes are intended to be explored:**
 - Social inclusion in tourism activities, including the issue of disability.
 - Assessment of the positive economic impact of activities on the local area.
 - Management of relationships with the local community and suppliers according to principles of fairness and justice.
- **Specific in-depth topics: some sustainability-related themes require greater depth of analysis. For example:**
 - Management of natural resources in the local context.
 - Practical tools to reduce the ecological footprint of the office and operational activities.
 - Sustainability certifications for tourism operators or certifications for the tours offered.

- **Extended target: while training has focused mainly on cooperative members, there is room to involve external collaborators and key partners as well, in order to create of broader network of people trained on sustainability issues.**

5.2.2 Inclusion of Younger Generations

A further area of intervention identified by Addiopizzo Travel concerns the engagement and empowerment of young people, recognised as of fundamental resource for the future of the cooperative and of the sustainable tourism sector.

Since 2017, the cooperative has actively participated in the Universal Civil Service, welcoming four volunteers aged between 18 and 28 each year. These young people are involved not only in day-to-day operational activities but also, in part, in company decisions, with the aim of offering them concrete training and preparing them to enter the labour market. This experience not only enriches the volunteers' skills, but also allows Addiopizzo Travel to promote an ethical and educational model of work.

Commitment to young people was further strengthened in 2023, when the cooperative hired on permanent contracts two young employees who had previously completed their Civil Service experience. This is of tangible sign of Addiopizzo Travel's intention to invest in new generations and offer stable opportunities and professional growth.

Areas for improvement

Despite the results already achieved, Addiopizzo Travel intends to further expand its commitment to young people through new initiatives, which may include:

- **Partnerships with schools and universities: continuing and expanding collaboration with upper secondary schools, universities and master's programmes in sustainable tourism in order to offer traineeships, internships and training pathways dedicated to young people interested in pursuing of career in responsible tourism.**
- **Social and tourism innovation labs: organising further periodic workshops for young people to develop new ideas and projects in the field of sustainable tourism, with the active involvement of Civil Service volunteers and new collaborators.**

Future Actions

To improve internal organisation, the tour operator could:

1. **Plan an annual training programme dedicated to sustainability, including:**
 - Modules on the environment, society and the economy in relation to sustainable tourism.
 - Practical sessions to implement operational tools, such as measuring company sustainability indicators.

2. **Collaborate with experts and institutions to develop more targeted training content, making use of the experience gained in projects such as Ecotours and I-Stars.**
3. **Extend training to all collaborators and key stakeholders, creating of widespread and shared culture around sustainability principles.**

5.2.3 International Positioning

With regard to the intention to improve strategic positioning in the European market, the relationship with Fairweg is of particular interest, as it has enabled us to come into contact with of European partner specifically dedicated to the offer of sustainable and certified travel, which could convey not only our offer but also our ethical code as of distinctive case at European level.

Areas for Improvement:

1. **Expansion and Diversification of the Offer: at present, the tour offer is strongly focused on ethical, ecological and sustainable themes and formats, but it could be expanded with even more tailored or exclusive experiences that respond to specific market niches in Europe. We intend to introduce specialised packages for specific customer segments (e.g. families, couples, senior travellers), focusing on sustainable and 100% green experiences.**
2. **International Communication and Visibility: although the relationship with Fairweg represents an important opportunity, the visibility and promotion of our offer could benefit from further expansion of communication, especially in other European markets. In addition, Fairweg could support the dissemination of our ethical code, which could be communicated and enhanced outside the domestic market on its website, alongside other European sustainability initiatives. We intend to strengthen the brand and communication of the ethical code as of distinctive value by creating informative content and testimonials showing how travellers can make of difference by choosing of sustainable tour operator. We also aim to boost visibility through social media, European events and participation in international tourism fairs.**

5.3 Office Organisation

The organisation of Addiopizzo Travel's office continues to stand out for its advanced level of social and economic sustainability, while there is room for improvement on the environmental front and in certain dimensions of inclusiveness, which represent priorities for 2024–2025.

Existing Actions

The office is located in Isola delle Femmine, in an underused property granted on of free-loan basis by Rete Ferroviaria Italiana (RFI). This choice reflects Addiopizzo Travel's commitment to enhancing the value of the existing built heritage, which is of cornerstone principle of sustainability.

Over the years, several measures have been adopted to promote sustainability:

1. Reuse and optimisation of material resources:

- Use of refurbished computers, recovered furniture and reusable materials.
- Sustainability of the gadgets distributed during tours, in line with the principles of the circular economy.

2. Supply of sustainable energy:

- Contract with NEN Energia, which supplies electricity produced exclusively from renewable sources with CO2 emissions offsetting.

3. Responsible water management:

- The office recorded consumption of approximately 380 m³ per year, considered high due to leaks in the water network and shared use by another party. The cooperative has started an assessment to resolve these issues.

4. Plastic-free policy and responsible use of resources:

- Installation of an internal purification system, eliminating the use of plastic bottles. Collaborators and employees use only reusable water bottles.
- Use of ceramic or glass cups and tableware for employees, collaborators and guests, helping reduce the waste generated.

5. Sustainable mobility:

- Most collaborators reach the office using sustainable means such as train, bicycle, electric scooter or on foot.

6. Responsible waste management:

- Strict separate waste collection and prevalent use of digital documents, limiting printing in order to reduce paper and ink waste.

Areas for Improvement

Despite the results achieved, several areas for improvement have emerged on which to focus in the coming years:

1. Inclusion and accessibility for people with disabilities:

- The office is located on the first floor of of building without of lift, representing an architectural barrier that limits accessibility. Moreover, the building is not owned by the organisation and infrastructural interventions therefore cannot be promoted. Nevertheless, although there are currently no collaborators with mobility disabilities, Addiopizzo Travel considers it of priority to address this issue in 2025 within the services offered, through projects such as the creation of tours for people with disabilities.

2. Development of an internal “Plastic-Free” policy:

- Launching of systematic analysis of the plastics in use in order to identify materials that can still be eliminated or replaced with more sustainable alternatives.
- Defining an internal protocol and regulation for the elimination of the remaining plastics, to be implemented over the coming years.

3. Water management:

- Resolving the issues related to excessive water consumption, including repairing leaks in the water network and reviewing the arrangements for shared use of the meter.

4. Monitoring of energy consumption:

- Carrying out an analysis of the building’s energy consumption in order to identify inefficiencies and define an emissions-reduction plan.
- Offsetting unavoidable emissions through concrete initiatives, such as tree planting or other environmental compensation activities.

5. Agreements with public transport companies:

- Exploring the possibility of entering into agreements with public transport companies in order to further encourage the use of sustainable means by both collaborators and customers.

Future Actions

In 2025–2026, Addiopizzo Travel aims to:

1. Introduce of “Plastic-Free” protocol with specific actions to permanently eliminate the use of unnecessary plastics.
2. Reduce water and energy consumption through targeted technical interventions and the adoption of more efficient practices.
3. Offset residual emissions through concrete environmental sustainability initiatives, such as tree planting.
4. Collaborate with public transport companies to encourage the use of low-impact means among collaborators and travellers.

5.4 Supplier Management

Supplier selection is of crucial aspect of promoting of responsible and sustainable corporate culture, in line with Addiopizzo Travel’s mission. Although significant steps have been taken in choosing partners that share values related to legality and ethics, the analysis highlighted that there is still untapped potential in the integrated sustainability approach across all suppliers, in relation to the three pillars: social, environmental and economic. Supplier involvement is divided into two main

categories: suppliers linked to the “mafia-free” movement and suppliers that embrace the cause of sustainability.

1. Suppliers Linked to the “Mafia-Free” Movement

Addiopizzo Travel selects its suppliers primarily from the network of “mafia-free” businesses promoted by Addiopizzo — businesses that have chosen to oppose the mafia and support of lawful and transparent economy. This choice is both of symbolic and of concrete act of support for those who have decided to stand against mafia culture. Furthermore, by adhering to the Ethical Code of Responsible Tourism of AITR (Italian Association for Responsible Tourism), Addiopizzo Travel confirms its commitment to fostering collaboration with businesses that follow practices of legality and social responsibility.

2. Suppliers and Partners for Sustainability

Addiopizzo Travel promotes collaboration with suppliers and business partners that share the organisation’s core values, such as opposition to paying extortion money to the mafia and commitment to of lawful and transparent economy. In order to strengthen its mission, the cooperative is working to define of formal supplier-selection policy that gives preference to social enterprises, organisations that promote social change, and businesses adopting sustainable practices both socially and environmentally.

Among the main partners are local organisations such as the Addiopizzo Committee, No Mafia Memorial, Libera and Casa Memoria Felicia e Peppino Impastato, all of which are actively engaged in the fight against the mafia. At international level, Addiopizzo Travel also collaborates with Ashoka, Mafia Nein Danke and other networks that promote of culture of legality and global sustainability.

Areas for Improvement

Despite the efforts made, the analysis highlighted some areas for improvement that could further optimise supplier management from of sustainability perspective. These include:

- **Lack of an Integrated Approach to Sustainability:** although there is of commitment to legality and social sustainability, of structured system that fully integrates environmental and economic issues has not yet been developed. It is necessary to establish specific guidelines that consider sustainability in all its dimensions.
- **Sustainability Certifications:** although ethical suppliers are selected, not all of them hold environmental or social certifications. The introduction of partners with sustainability certifications specific to the tourism sector could ensure greater transparency and accountability.
- **Involvement of New Partners:** although the cooperative already collaborates with important local and international organisations, there is room to involve new suppliers and partners that have already implemented sustainable practices, thereby amplifying the organisation’s positive impact.

Areas of Intervention: Suppliers and Environmental Sustainability

A further area of intervention concerns the selection of suppliers that also adopt sustainable practices in environmental terms. Although some suppliers have already taken action in this respect, it is important to consolidate this approach through:

- **Agreements with Certified Suppliers:** formalising agreements with suppliers that have obtained recognised environmental and social sustainability certifications, such as ISO 14001 or EMAS, to ensure that the services and products offered comply with high standards in terms of ecological impact and social responsibility.
- **Development of Green Packages:** creating tourism packages that highlight social and ecological commitment, for example tours that promote of culture of legality and environmental protection. These packages would represent an opportunity for customers to choose experiences that combine social and environmental sustainability.

Future Actions

Addiopizzo Travel intends to strengthen its commitment to an increasingly sustainability-oriented supplier selection through new initiatives, which may include:

- **Creation of of Supplier Selection Regulation:** defining an internal regulation that establishes clear criteria for supplier selection, with particular attention to social and environmental sustainability. This regulation will also include preference for companies that have joined anti-mafia initiatives and networks promoting of lawful economy.
- **Supplier Training:** activating training programmes for suppliers, raising their awareness of sustainability and legality, with the aim of consolidating of network of responsible partners that share the cooperative's fundamental values.
- **Expansion of the Supplier Network:** increasing the number of suppliers engaged in sustainability issues, giving preference to companies adopting responsible, ethical and circular tourism practices.

To further optimise the management of suppliers and partners, Addiopizzo Travel could:

- **Plan of Supplier Certification Programme:** introducing of certification programme that certifies compliance with social, economic and environmental sustainability criteria for all suppliers.
- **Strengthen Collaboration with Certifying Bodies:** initiating partnerships with certifying bodies and international networks that promote sustainable and responsible tourism, such as FAIRWEG and BIOSPHERE, in order to ensure that suppliers are aligned with international standards.

5.5 Visit Proposals

Our tour operator has always sought to offer experiences that not only promote knowledge of issues linked to legality and memory, but are also sustainable and responsible. Within the framework of

the iStars funding and in collaboration with Up2you, the organisation had initially designed of tour with the intention of making the environmental impact of travel compensable. Although this proposal is still valid, following the October 2024 workshops, together with ACTA it was decided to develop of new 100% green tour. This represents an important step in aligning with sustainability needs and in responding to the expectations of of tourism market that is increasingly attentive to the environment.

The new product, under design in the 2025–2026 two-year period, will focus on conceiving and building of tour that minimises its carbon emissions and offsets unavoidable impacts. The implementation of such of tour will require several preparatory phases, including:

- 1. Identification of environmentally sustainable suppliers: every supplier involved in the tour will have to comply with strict environmental sustainability criteria, from logistics to transport, from accommodation facilities to the proposed activities. It will be essential to ensure that every component of the package has of low ecological impact.**
- 2. Measurement of CO2 emissions: it will be necessary to carry out of detailed assessment of the emissions of the individual components of the tour, in order to determine precisely the ecological footprint of each trip. This will help identify the areas on which to intervene to minimise environmental impact.**
- 3. Compensation of emissions: once the emissions have been measured, Addiopizzo Travel will commit to offsetting them through concrete actions, such as financing reforestation projects or other initiatives that contribute to neutralising the CO2 generated by travel.**
- 4. Training and awareness-raising: another crucial step will be the training of staff involved in the tours, to ensure that every aspect of the tourism experience respects the principles of sustainability. This will also include raising participants' awareness of environmental and legality-related issues.**
- 5. Strategic partnerships: it will be essential to develop alliances with bodies and organisations that support the integration of green practices in the tourism sector, in order to promote responsible tourism that is integrated with the needs of the community and the environment.**

Travel Offer and Evolution of the Packages

In 2024, Addiopizzo Travel's main sources of revenue derived from the following categories of tourism activity:

- 65% Study trips: these represent the largest share of the offer and are characterised by the expansion of the topics covered, with greater flexibility to meet schools' needs. The educational experiences include insights into legality, memory and anti-mafia culture, allowing young people to come into direct contact with the symbolic places of resistance against the mafia.**

- **21% One-day tours:** of segment in constant growth, with an increase in the number of proposals and an improvement in content and logistics. Particular attention has been devoted to staff training, to ensure that each visit is engaging and well structured.
- **14% Multi-day trips:** this type of tour has evolved through an expansion of the topics addressed and greater care in how the experience is delivered, thus meeting the needs of tourists who are sensitive to issues of legality, but are not necessarily seeking an “activist” experience.

Areas for Improvement

In the future, in addition to strengthening the tourism offer, we will explore new sources of income, including:

- **MuST merchandising:** the introduction of products linked to the Museum of Memory and History could represent a new way of diversifying revenue while reinforcing the organisation’s identity.
- **Donations in support of specific entities and beneficiaries:** part of the margin deriving from tours will be allocated to supporting organisations and initiatives of social relevance. In 2023, for example, 6% of the tour margin was donated to the Addiopizzo Committee, amounting to EUR 17,000.

Future Actions

Over the years, Addiopizzo Travel has progressively improved its tourism offer through a process of constant evolution:

- **Study trips:** expanding the themes covered in the packages and providing greater flexibility in design were fundamental choices in responding to schools’ needs.
- **One-day tours:** increase in the number of proposals, refinement of content and logistics, with particular attention to staff training.
- **Multi-day tours:** the offer has been enriched by the inclusion of new themes and different ways of enjoying the experience, in order to attract a public that is sensitive, but not necessarily “committed”.

To these developments, in 2025–2026 will be added the design of the new 100% green tour, which will mark a significant step towards full sustainability in tourism offerings.

6. Definition of Priorities for Interventions

The actions outlined in the previous paragraph represent an important step towards strengthening our sustainability strategy. However, each of them requires specific procedures, the signing of agreements, economic resources and a significant commitment of time. For this reason, our tour operator considered it essential to identify strategic priorities, selecting the interventions that, in the short and medium term, can have the greatest impact on our sustainable growth and on our positioning in the European market.

This choice was not made unilaterally, but is the result of a participatory process shared with all employees. We firmly believe that involving the people who work within our organisation on a daily basis is essential in order to define strategies that are truly effective and aligned with operational needs. For this reason, we launched an internal survey through which we asked all team members to express their opinions and priorities with regard to the proposed actions.

Figure 6: Strategic priorities identified by our tour operator's collaborators and employees



In order to define the 2025–2026 schedule, we will continue the participatory process within our organisation to implement some of these actions.

7. Communication and Awareness Strategies

The communication plan is of key element in supporting Addiopizzo Travel's sustainability actions and must be developed in collaboration with the agency responsible for the tour operator. It is essential that the plan be updated gradually, based on the progress of the initiatives and developments in ongoing activities. Internal and external communication plays a fundamental role, with particular attention to external communication, which must form an integral part of the awareness strategy. In particular, it is important to raise awareness not only among employees and collaborators, but also among visitors purchasing tours, informing them about the concrete actions underway to improve sustainability.

The communication plan must focus on key messages that convey Addiopizzo Travel's commitment to sustainability, highlighting concrete results achieved and future initiatives. Messages must be clear, coherent and easy to understand in order to engage the various target groups. The main key messages — by way of example — could include:

1. **Concrete commitment to sustainability:** “Addiopizzo Travel is committed to building of sustainable future, with tours designed and managed with attention to the environment, society and the local economy.”
2. **Transition towards 100% green tourism:** “We are working to create of 100% green tour, from respect for the environment to the offsetting of emissions. Every journey will contribute to safeguarding our planet.”
3. **Training and inclusion for the future:** “We invest in young people, offering opportunities for growth and professional training in of sustainable sector, with of focus on inclusion and innovation.”
4. **Community and social impact:** “Sustainability is not only environmental, but also social: we work for the well-being of local communities, contributing to meaningful projects such as Casa Memoria Impastato and No Mafia Memorial.”
5. **A journey that makes of difference:** “Every one of our tours is of responsible choice. Take part in experiences that not only enrich you, but also actively support local and global sustainability projects.”
6. **Transparent and engaging communication:** “Follow our sustainability journey in real time, with regular updates and multimedia content on our official channels.”

Based on the previous priorities, some specific themes that could be addressed in external communication include, for example:

1. **Appointment of the sustainability manager** — of presentation post on the internal figure tasked with guiding sustainable initiatives, describing their responsibilities and objectives, to be shared in January 2025.
2. **Development of the 100% green tour** — communicating the launch of the project to design of new eco-friendly tour, with details of the next steps (supplier selection, measurement and compensation of emissions), in order to engage and raise public awareness around the sustainable transition of the tours.
3. **Staff training on sustainability issues** — documenting and sharing the training activities underway, such as courses and workshops on integrating sustainability principles into the tourism offer, with of focus on young people and professional growth opportunities.
4. **Commitment to emission compensation** — illustrating the emissions-compensation process, from calculating emissions to choosing specific compensation projects, and how visitors can contribute through their participation in offset tours.
5. **Launch of the collaboration with Fairweg, and the presence of Addiopizzo’s ethical code on the dedicated page of the portal** — illustrating the reasons for the collaboration, the intention to work on European markets, and the need to identify sustainable and certified collaborators in order to add value to our supply chain.

Target Groups

Messages must be adapted to the different target groups, which include:

1. **Visitors and tourists: people interested in responsible travel, who wish to support sustainability projects through their travel choices.**
 - Key messages: environmental sustainability, social responsibility, positive impact of the tours, direct involvement in the emissions-compensation process.
2. **Students and school staff: students from schools of all levels, teachers, educators and BES/DVA support staff, interested in exploring from an educational perspective the themes addressed by Addiopizzo Travel.**
 - Key messages: environmental sustainability, social responsibility, positive impact of the tours, direct involvement in the emissions-compensation process.
3. **Young people and potential collaborators: new generations attracted by careers in innovative and sustainable sectors, such as young people in the Universal Civil Service or those seeking training opportunities.**
 - Key messages: continuous training, inclusion, professional development in an environment that promotes sustainability.
4. **Stakeholders and business partners: suppliers, associations and other entities with which Addiopizzo Travel collaborates, involved in implementing sustainable initiatives.**
 - Key messages: Addiopizzo Travel's commitment to respecting ethical and sustainable standards, transparency in relationships, and the promotion of shared social and environmental responsibility.
5. **Local communities and beneficiary organisations: the direct beneficiaries of social initiatives, such as projects in favour of Casa Memoria Impastato or No Mafia Memorial, which receive economic or social support through Addiopizzo's activities.**
 - Key messages: positive impact of social sustainability, direct support for valuable local initiatives, Addiopizzo Travel's commitment to the growth of communities.
6. **General public and media: people interested in themes related to sustainability, travel and responsible tourism.**
 - Key messages: regular updates on Addiopizzo Travel's sustainability actions, the company's commitment to the environment, innovation and sustainable projects in tourism.

Communication actions will be articulated through various channels:

- **Website: of page dedicated to the iStars project and regular updates with videos, photos and interviews, showing the evolution of the project and its concrete impacts.**

- **Facebook / Instagram page: at least 4 posts during the current year, focusing on progress such as Addiopizzo's involvement in the project, significant events and interviews with the protagonists of the initiatives.**
- **LinkedIn page: articles on the state of progress, such as the support received by Addiopizzo and Capaci No Mafia to update their sustainability policies, and the intention to conduct interviews with stakeholders for the social report.**
- **Sustainability plan: in March 2025, publication of the Sustainability Plan or parts of it, resulting from the activities and analyses carried out, to be presented on official channels and integrated into information materials.**

8. Planning and Conclusions

For us, as of Tour Operator, the strategic sustainability plan is not only of strategic guidance document, but also an operational tool that accompanies us concretely in our daily work. It is of space for shared reflection that allows us to define priorities, direct our actions, monitor progress and keep the discussion alive within the working group. This vision is fully consistent with what is indicated by various sustainability policies and guidelines — including, for example, the recommendations of the World Tourism Organization (UNWTO) and the OECD Guidelines for Responsible Business Conduct, which underline how voluntary planning tools are fundamental in accompanying gradual paths of sustainable transition and in fostering participatory and adaptive processes.

At this stage, therefore, the Plan represents of dynamic and open framework that will guide activities in the coming months. The working group of our Tour Operator commits to completing the section relating to the 2025–2026 two-year schedule in the coming months, defining the actions and their timing in of more detailed way. This process reflects the desire to make the Plan of truly useful and active tool, capable of supporting the concrete evolution of our commitment to sustainability.