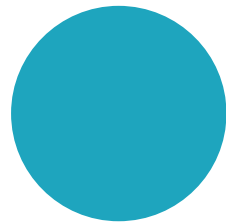
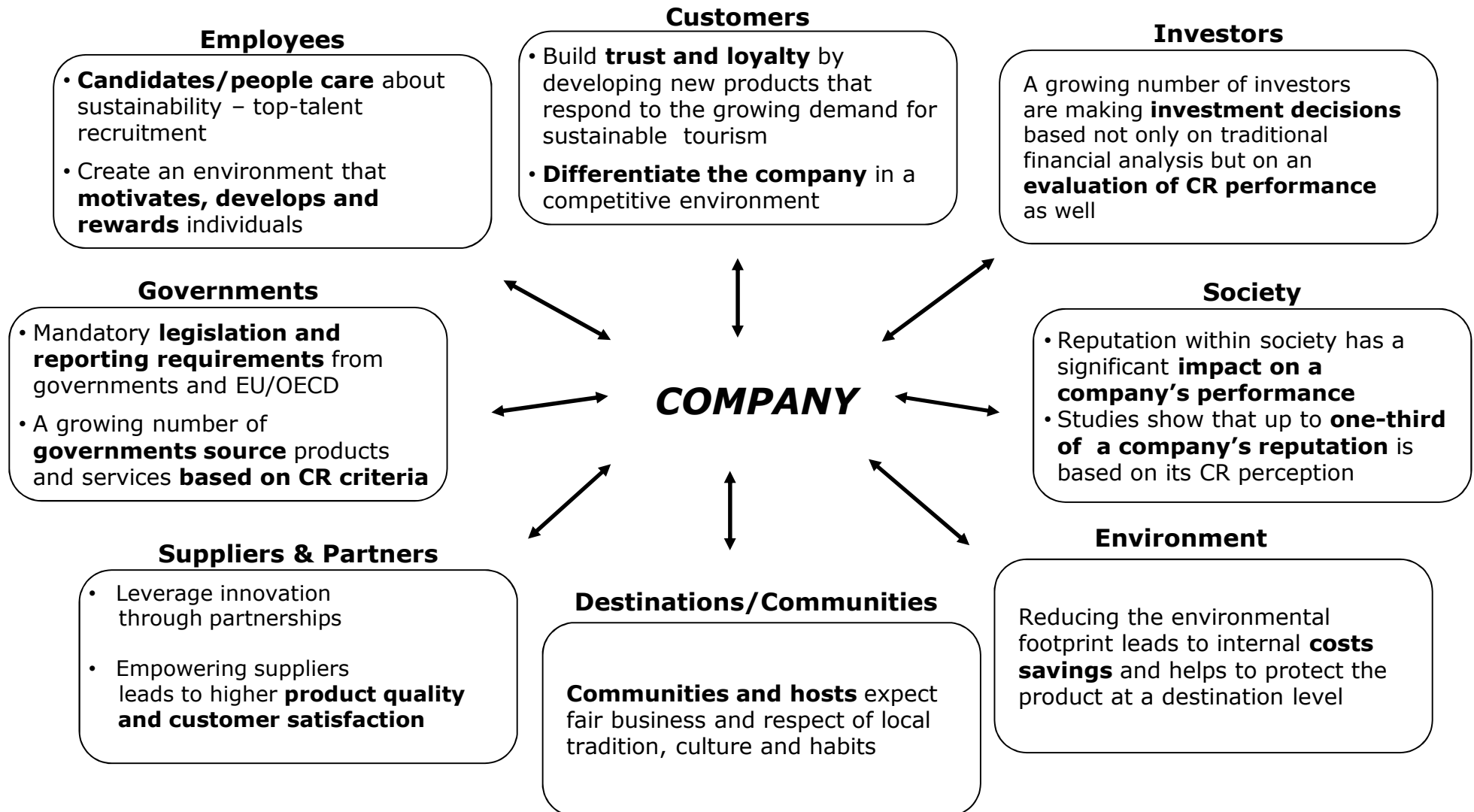


Private sector perspective

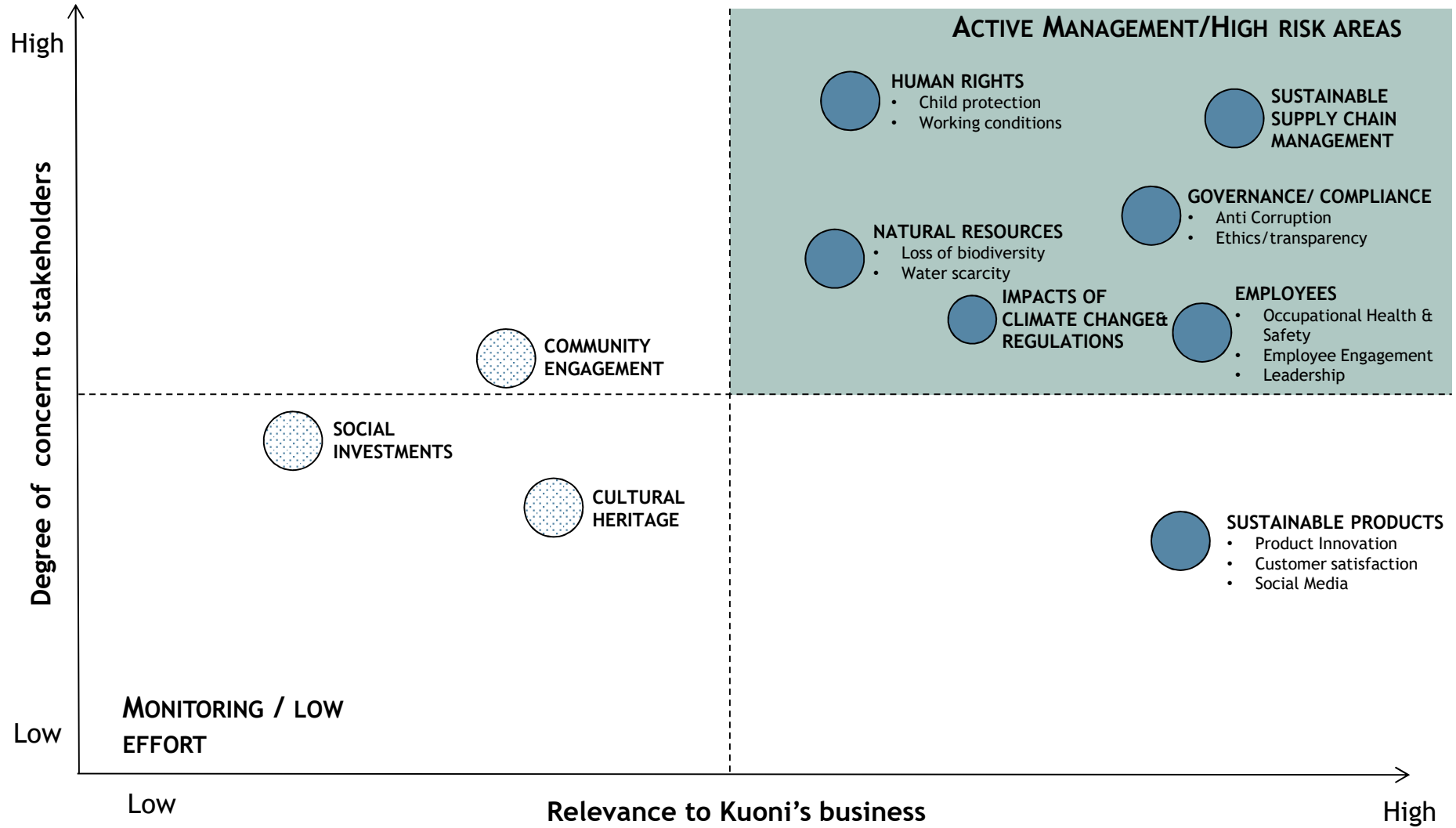


Matthias Leisinger
Berne, 26th October 2017

Various stakeholder expectations need to be anticipated and actively managed



KEY AREAS FOR A TOUR OPERATOR



SUSTAINABLE SUPPLY CHAIN MANAGEMENT - BENEFITS

COMMUNICATION & PARTNERSHIP

- Long-term partnerships

QUALITY OF PRODUCTS

- Ensure social and environmental standards
- Increased quality in products (e.g. well-treated employees provide better service)
- Cost reduction (e.g. by saving water and energy)

SUSTAINABILITY OF DESTINATIONS

- Protection of landscapes, nature reserves and scenic attractions
- Improving the quality of lives
- Creating jobs & economic benefits for people

NEW BUSINESS OPPORTUNITITES

- Source of innovation/Product development

BRAND AND RISK MANAGEMENT

- Risk management (strong pressure on supply chain issues in general)



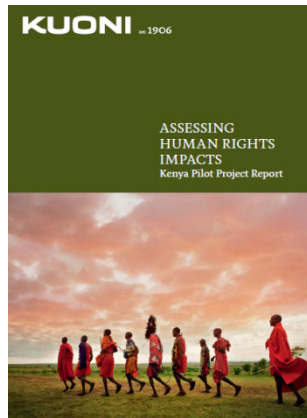
There is a need and benefit for multi-stakeholder approaches

MULTI STAKEHOLDER APPROACHES - A FEW EXAMPLES

- Fair Trade Tourism South Africa: Fair Trade Tourism is a non-profit organisation promoting best-practice responsible tourism in Africa.
- Tourism Child Protection Code of Conduct: The Code is an industry-driven multi-stakeholder initiative to provide awareness, tools and support to the tourism industry to prevent the sexual exploitation of children in tourism
- Roundtable Human Rights in Tourism: The Roundtable Human Rights in Tourism is an international multi-stakeholder initiative promoting human rights.



Human Rights Impact Assessments (HRIAs)

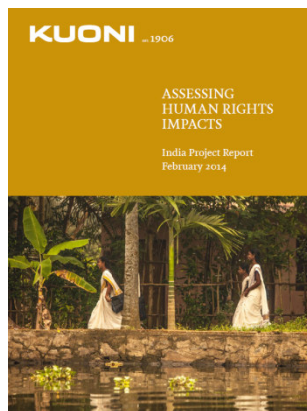


OBJECTIVES

- ▶ **Understand human rights risks and impacts** (positive and negative) of operations and business relationships
- ▶ Define **appropriate mitigating actions** to reduce negative and strengthen positive impacts on human rights
- ▶ **Foster partnership** with key stakeholders, including employees, suppliers, NGOs and other businesses and organisations

METHODOLOGY

- ▶ HRIAs conducted based on the **6 phases of the Kuoni HRIA toolkit** developed for the Kenyan pilot (2012) and adapted for the HRIA in India (2013)
- ▶ The methodology includes background research, interviews with internal and external stakeholders, workshops with management and employees and the development of an action plan
- ▶ As part of its human rights due diligence process, Kuoni **further implements and tailors the HRIA toolkit** to suit the needs of other business segments



COLLABORATION ILO & KUONI KENYA



International
Labour
Organization

Following the human rights impact assessment conducted in Kenya, Kuoni/Private Safaris and the International Labour Organisation (ILO) have engaged in an informal partnership with the following two objectives/work streams:

COLLABORATION ILO & KUONI IN KENYA



IMPROVE WORKINGCONDITIONS IN HOTELS (SCORE)

Conduct capacity-building training for hotels in Kenya, to help them to improve business performance through improved workplace cooperation and the adoption of responsible and “lean” management practices (SCORE methodology).

FOSTER INDUSTRY COLLABORATION

Convene local tourism stakeholders to address issues identified which require a broader/societal approach (e.g. distribution of economic benefits, industry wages etc.)

Lessons learned

KEY LESSONS LEARNED

- Clear limits of desk-based research: direct engagement with local stakeholders revealed new issues
- Need for local partners/facilitators/expertise
- Difficult to discern specific company impacts from broader industry impacts
- Issues can only be tackled in partnership – Business – Business, Private-Public, multi-stakeholder etc. in order to have a sustainable impact
- Private Public Partnership must have a return on investment for companies
- Abstract sustainability language needs to be operationalized
- Need for effective dissemination of results on the ground