Private sector perspective



Various stakeholder expectations need to be anticipated and actively managed

Employees

- Candidates/people care about sustainability – top-talent recruitment
- Create an environment that motivates, develops and rewards individuals

Customers

- Build trust and loyalty by developing new products that respond to the growing demand for sustainable tourism
- Differentiate the company in a competitive environment

Investors

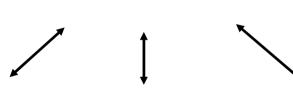
A growing number of investors are making **investment decisions** based not only on traditional financial analysis but on an **evaluation of CR performance** as well

Governments

- Mandatory legislation and reporting requirements from governments and EU/OECD
- A growing number of governments source products and services based on CR criteria







Society

- Reputation within society has a significant impact on a company's performance
- Studies show that up to one-third of a company's reputation is based on its CR perception

Suppliers & Partners

- Leverage innovation through partnerships
- Empowering suppliers leads to higher product quality and customer satisfaction

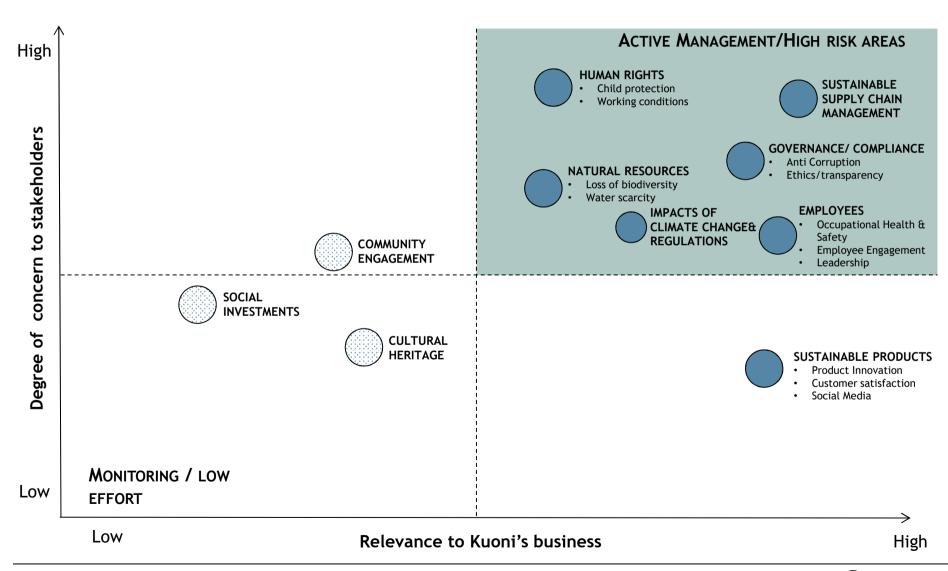
Destinations/Communities

Communities and hosts expect fair business and respect of local tradition, culture and habits

Environment

Reducing the environmental footprint leads to internal **costs savings** and helps to protect the product at a destination level

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 nonprofit organisation promoting best-practice responsible tourism in Africa.



 Tourism Child Protection Code of Conduct: The Code is an industry-driven multi-stakeholder imitative to provide awareness, tools and support to the tourism industry to prevent the sexual exploitation of 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)

I. Set-up

II. Preparation

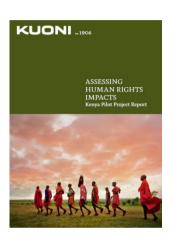
III. Country Visit

IV. Analysis and

Documentation

V. Follow Up

VI. Implementation, Review and Scale up





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



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