

Tour Operator Sustainable Supply Chain Management

How a Dutch outbound tour operator enhances
the sustainability of its holiday destinations



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Preface

Because there is still a lot of reading ahead of you, I will keep this short. Before I started with this thesis I knew little about sustainable tourism and CSR in general. While writing this thesis I learned how comprehensive the concept of CSR actually is. Finding my way through all the different theories and conceptualisations was both an interesting and sometimes difficult journey. It has taken me a long time to write this thesis, and without the help and support of the following people I would have not been able to finish it.

I would like to thank my supervisor, Arnoud Lagendijk, for his guidance, providing me with constructive feedback and challenging thoughts, and for checking on my progress regularly to keep me going.

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Also thanks to my family, who were always there to listen to my troubles and encouraged me throughout the entire process of writing this thesis.

And finally, I would like to thank Gerben Hardeman, Naut Kusters, and Saskia Pepping for allowing me to interview them and for providing me with their interesting views on sustainable tourism.

I hope you enjoy reading my thesis.

Summary

The theoretical and managerial discussion on corporate social responsibility (CSR) has gradually shifted towards a consensus on the fact that many believe it is a necessity for organizations to define their role in society by applying social and ethical standards. This necessity is also true for the tourism industry. Although tourism can have many positive impacts, there are also many negative impacts related to tourism. Mass tourism is considered to be responsible for generating the most severe negative impacts of tourism. Tour operators are believed to play a key role in preventing and/or mitigating these negative impacts because of their central position in the tourism supply chain. Despite of the fact that most tour operators seem to be aware of the necessity to take a responsible stance, many struggle with moving from the strategic planning phase towards the implementation of actual sustainability practices. Related to this is the fact that research on CSR in tourism can still be considered in its early stages. This means only a scarce body of knowledge on tourism CSR exists, within which the tour operator sub-sector has received relatively little attention. In addition, existing contributions to tourism CSR have not always covered the full scope of what CSR actually entails.

Notwithstanding the issues described above, in a case study on Dutch tour operators Van de Mosselaer et al. (2012) signal a change from a more defensive mode of thinking on CSR to a more pro-active approach. In this case, the supply chain management approach plays a significant role in enhancing sustainability performance. Supply chain management represents only one area through which tour operators can manage sustainability, but it is central to enhancing sustainability on a destination level. The author argues important lessons can be learned from the Dutch case with regard to how outbound tour operators can practically integrate tourism CSR into their supply chain, aimed at enhancing the sustainability of their holiday destinations. Therefore, this thesis aims to answer the following central research question: *How, and to what extent, does a large Dutch outbound tour operator contribute to enhance the sustainability of their holiday destinations through supply chain management practices?*

In order to answer the central research question a descriptive single case study methodology was adopted. First a literature study was conducted to develop the descriptive theory. Subsequently, outbound tour operator TUI Nederland was selected as an appropriate case for this thesis because

they represent a large part of the Dutch travel industry and are well known for their efforts on sustainable tourism. During a six month internship research data was collected by performing a document analysis and by conducting five interviews. In addition, the author wrote a case study report on the compliance of TUI Nederland with the ISO 26000 guidelines for CSR, which can be considered the preliminary research stage for this thesis.

The theoretical framework begins with discussing CSR in relation to tourism. Because CSR research is in a highly fragmented state, many CSR related terminologies and definition exist. In this thesis a sustainable development perspective on CSR in relation to tourism is adopted, which is defined as: “Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities” (UNEP & UNWTO, 2005, p. 12). Subsequently, to take a holistic approach towards CSR, recent mainstream CSR literature and conceptualisation are discussed based on a framework developed by Lindgreen & Swaen (2010), and used by Coles et al. (2013), consisting of five important topics within mainstream CSR research. The discussion led to some useful consideration for this thesis with regard to an organisation’s CSR practices and conducting tourism CSR research.

In the second part of the chapter the global economic framework in which CSR is practiced is explored. The global economic map has been transformed in extremely complex global production networks, or GPNs. Within these GPNs the role of TNCs is a significant one, as they have the power to coordinate and control activities by setting rules and conventions affecting its relationships both within and beyond their corporate boundaries. This means that the, often very distant, decision-making functions of larger firms can have a great impact on the development of communities. A TNC could manage these (distant) impacts, in which CSR aims to mitigate the negative effect and stimulate the positive effects, through sustainable supply chain management (SSCM). Therefore, the next and last part of the chapter looks at the role of the tour operator in SSCM.

First, the characteristics of the tourism supply chain and the product tourism are discussed. Subsequently, supply chain management is placed in the context of the tourism industry. And lastly, the role of the tour operator in SSCM is discussed. To determine the relevant practices for tour operators with regard to the implementation of sustainability in the tourism supply chain, a model developed by Sigala (2008) is used. The model provides both critical success factors for SSCM implementation and supply chain collaboration between a tour operator and its suppliers.

Therefore, the model is used as the analytical framework for the case study, complemented with the mainstream CSR considerations discussed in the first part of the theoretical framework.

In conclusion, TUI Nederland demonstrates a commitment to enhancing the sustainability of its holiday destinations. Their policies address most of the relevant social, economic and environmental CSR related issues, and the organisation's decision-making processes and structures are supportive of social responsibility. TUI Nederland actively stimulates supplier action towards the implementation of sustainability measures. However, besides contractual enforcement, these efforts are currently mainly aimed at accommodation suppliers. The Travelife certification system plays a significant role in these efforts to ensure the compliance of accommodation suppliers with certain sustainability standards, and helps to overcome some of the major barriers, such as the lack of resources to monitor and assist individual suppliers. The accreditation and development of proper sustainability standards for other destination suppliers (inbound tour operators, excursion- and transport providers) would be a significant step forward. Besides stimulating supplier action, TUI Nederland influences the distribution of tourists by increasing and promoting sustainable suppliers in their inventory. In addition, tourists are made aware of environmental and socio-cultural general and destination specific sustainability issues. The cooperation with a large number of stakeholders enables TUI Nederland to gather new knowledge on sustainable tourism, but also enables them to combine forces in joint projects both aimed at destination suppliers and other environmental and socio-cultural issues. Although a lot of progress is being made with regard to enhancing the sustainability of TUI Nederland's holiday destinations, a lot of initiatives are still in their early stages of development and many challenges still lie ahead.

Table of Contents

| | |
|--|-----|
| Preface..... | IV |
| Summary..... | V |
| List of abbreviations..... | X |
| List of figures and tables..... | XII |
| 1. Introduction..... | 1 |
| 1.1 Research framework..... | 1 |
| 1.2 Societal relevance..... | 5 |
| 1.3 Scientific relevance..... | 7 |
| 1.4 Research objective..... | 9 |
| 1.5 Research questions..... | 10 |
| 2. CSR in the tour operator's supply chain: a theoretical framework..... | 11 |
| 2.1 Introduction..... | 11 |
| 2.2 Corporate social responsibility in the tourism industry..... | 11 |
| 2.2.1 Defining CSR in relation to tourism..... | 13 |
| 2.2.2 An overview of contemporary CSR research..... | 15 |
| 2.2.3 Conclusion: lessons learned from mainstream- and tourism CSR research..... | 26 |
| 2.3 Exploring the global economic framework for CSR: globalisation, global production networks, and supply chains..... | 28 |
| 2.3.1 The concept of globalization..... | 28 |
| 2.3.2 The different actors in a GPN and their roles..... | 30 |
| 2.3.3 Organizational structures and the dimension of place in GPNs..... | 31 |
| 2.3.4 Supply chain management..... | 34 |
| 2.4 The tour operator's role in sustainable supply chain management..... | 37 |
| 2.4.1 The tourism supply chain..... | 38 |
| 2.4.2 Supply chain management in tourism..... | 40 |
| 2.4.3 Sustainable supply chain management in tourism: A tour operator's perspective..... | 42 |

| | |
|--|-----|
| 2.4.4 Conclusion..... | 47 |
| 3. Methodology | 49 |
| 3.1 Introduction..... | 49 |
| 3.2 Research strategy..... | 49 |
| 3.3 Data collection methods..... | 51 |
| 3.4 Operationalization | 53 |
| 4. Tour operator sustainable SCM management: case study TUI Nederland | 56 |
| 4.1 Introduction..... | 56 |
| 4.2 Addressing economic, social, and environmental CSR related issues in the supply chain | 58 |
| 4.2.1 TUI Nederland’s compliance with the principles of social responsibility | 62 |
| 4.2.2 TUI Nederland’s compliance with the core subjects of CSR..... | 67 |
| 4.3 TUI’s social responsibility and sustainable tourism policy | 70 |
| 4.3.1 TUI Nederland’s sustainable tourism policy | 76 |
| 4.4 Information gathering and sharing-reporting | 78 |
| 4.4.1 Information communication and coordination..... | 78 |
| 4.4.2 Performance metrics: development and use..... | 79 |
| 4.4.3 Performance monitoring process: data collection, reporting and use | 83 |
| 4.5 Decision synchronization, technical and organizational support amongst different tourism suppliers and stakeholders..... | 85 |
| 4.6 Incentive alignment..... | 89 |
| 5. Conclusion | 91 |
| 5.1 Introduction..... | 91 |
| 5.2 Conclusion: the SSCM practices of TUI Nederland | 91 |
| 5.3 Research limitations and future research suggestions..... | 98 |
| References | 100 |
| Appendix A: ISO 26000 Standard Guidelines..... | 106 |

List of abbreviations

| | |
|-------|---|
| ABTA | -Association of British Travel Agents |
| ANVR | -Dutch Association of Travel Agents and Tour Operators |
| ANWB | -The Royal Dutch Touring Club |
| CBI | - Centre for the Promotion of Imports from developing countries |
| CEO | -Chief Executive Officer |
| CR | -Corporate Responsibility |
| CRS | -Computer Reservation System |
| CSO | -Civil Society Organization |
| CSP | -Corporate Social Performance |
| CSR | -Corporate Social Responsibility |
| DTO | -Sustainable Tourism Business |
| ECPAT | -End Child Prostitution and Trafficking |
| FTSE | -Financial Times Stock Exchange |
| FTTSA | -Fair Trade Tourism South Africa |
| GDP | -Gross Domestic Product |
| GDS | -Global Distribution System |
| GPN | -Global Production Network |
| GRI | -Global Reporting Initiative |
| GSTC | -Global Sustainable Tourism Council |
| IDH | -Sustainable Trade Initiative |
| IDUT | -Association for Sustainable Outbound Tourism |
| IFAW | -International Fund for Animal Welfare |
| ILO | -International Labour Organization |
| IT | -Information Technology |

| | |
|---------------|--|
| JIT | -Just-in-time |
| KMar | -Royal Netherlands Military Constabulary |
| MVO Nederland | -Corporate Social Responsibility Netherlands |
| NGO | -Non-governmental organization |
| SC | -Supply Chain |
| SCM | -Supply Chain Management |
| SMEs | -Small and medium enterprises |
| SR | -Social Responsibility |
| SSCM | -Sustainable Supply Chain Management |
| TASTI | -The Accelerating Sustainable Tourism Initiative |
| TIA | -Travel Industry Association America |
| TNC | -Transnational Corporations |
| TOI | -Tour Operator Initiative |
| TSC | -Tourism Supply Chain |
| UNICEF | -United Nations Children's Fund |
| UNWTO | -United Nations World Tourism Organization |
| WSPA | -World Society for the Protection of Animal |

List of figures and tables

| | |
|---|-------|
| Table 1: Stages of CSR Implementation..... | 19 |
| Table 2: Existing Methods for Measuring CSR..... | 22 |
| Table 3: Types of CSR strategies towards suppliers..... | 36 |
| Table 4: Operationalization framework..... | 54-55 |
| Table 5: Selection of minimum CSR guidelines for SCM..... | 60-61 |
| Table 6: TUI Travel's 20 commitments..... | 75 |
| Table 7: TUI Nederland's ambitions for 2015..... | 77 |
| Table 8: Summary of findings..... | 96-97 |
| Figure 1: A simplified analytical framework of the world economy..... | 29 |
| Figure 2: Organizational network of a TNC..... | 32 |
| Figure 3: A typical tourism supply chain within a destination..... | 39 |
| Figure 4: Enablers of SCM..... | 46 |
| Figure 5: Conceptual Model..... | 48 |
| Figure 6: Main activities TUI Nederland..... | 57 |
| Figure 7: Corporate Responsibility Council..... | 71 |
| Figure 8: TUI stakeholder groups and means of interaction..... | 72 |

1. Introduction

Millions of tourists travel around the world every day, on short-haul or long-haul trips, to stay in places outside their usual environment for leisure or business. In the past decades the amount of tourists has increased significantly, and this amount is expected to continue to increase in the future. This growth of the tourism industry is often associated with processes of globalization, facilitating the expansion of our activities across national boundaries to distant places. While these processes have led to many positive developments with regard to social and economic activities, they have also posed new challenges in managing these (distant) activities. For many countries tourism has become the predominant economic activity, making these economies less dependent on primary goods, natural resources and subsistence agriculture (Strasdas & Zeppenfeld, 2008). Besides these positive impacts of tourism, there are also the negative impacts, for instance adversely affecting the traditional culture and societies, resource depletion, environmental pollution and long-haul travel by aircraft affecting the world climate. If tourism is well planned and managed these negative impacts can be minimalized and the positive impacts can be increased (Strasdas & Zeppenfeld, 2008). This is associated with the concept of corporate social responsibility (CSR), which is based on the notion that organizations can no longer act as isolated economic entities detached from the broader society. With regard to the tourism industry, this means that tourism organizations have a responsibility to address the negative impacts and enhance the positive impacts of their activities. Relatively recently, the significant role of tour operators with regard to the latter has been widely acknowledged. Their central position in the tourism supply chain allows them to significantly influence tourism related activities across different geographical scales, from home markets to holiday destinations. Despite of this potential, the implementation of CSR related activities in tour operator businesses has been slow and very geographically disparate. Therefore, this thesis aims to contribute to a more widespread adoption of CSR practices by tour operators.

1.1 Research framework

CSR has been around for many decades, but in the last few decades it has gained increased attention because of pressing global issues such as climate change, human rights violations, poverty and HIV/Aids (Kolk & van Tulder, 2010). It has increasingly moved from being an ideology to reality.

The theoretical and managerial discussion on the subject has gradually shifted towards a consensus on the fact that many believe it is a necessity for corporations to define their roles in the society by applying social and ethical standards (Lindgreen and Swaen, 2010). In the contemporary management and business literature CSR has become a leading concept (Egri & Ralston, 2008; Zadek, 2004; in Van de Mosselaer et al., 2012). To date many industries and firms have put CSR theory into practice by, for example, adopting responsible policies, implementing Codes of Conduct and certification schemes, and strategic partnerships with NGOs and governmental organizations (Van de Mosselaer et al., 2012). The merits of CSR have also been endorsed by tourism businesses, but according to Coles et al. (2013, p. 122) research on CSR in tourism management is at a relatively early stage in comparison to the well-established, empirically grounded body of knowledge on CSR dealing with other sectors of economic activity. Holcomb, Upchurch, and Okumus (in Font et al., 2012) also suggested a lack of data on tourism CSR. The fact that the interest in responsibility as an approach for tourism governance and management is growing calls for a greater critical engagement with mainstream thinking on CSR, and a greater conceptual and methodological sophistication (Coles et al., 2013).

With regard to tourism CSR a few main issues can be identified which are considered relevant for this thesis. As mentioned above, research on CSR in tourism management can still be considered in its early stages. This means only a scarce body of knowledge on tourism CSR exists, within which the tour operator sub-sector has received relatively little attention despite of their potential to instigate sector change. Also, tour operators themselves do not yet seem to fully utilize this potential, which could reinforce their already poor image with regard to “green washing” practices. A more elaborate description of the above mentioned, and related, issues will now follow.

The tourism sector is one of the largest and fastest growing global industries in the world (Scott et al., 2011). According to the World Travel and Tourism Council (2013) the travel and tourism industry contributed an estimate of 9 per cent to the global gross domestic product (GDP) and 9 per cent to the global employment in 2012. By 2023 both the latter are expected to have increased with one per cent. Looking at the sheer size of the industry and its growth prospects, it is somewhat remarkable that researchers have paid relatively little attention to CSR in the tourism industry in comparison to other industries. In a recent literature review, Coles et al. (2013) use a framework developed by Lindgreen and Swaen (in Coles et al., 2013) consisting of five meta-themes to look at the progress made in research on tourism CSR. According to Lindgreen and Swaen (in Coles et al.,

2013) the mainstream CSR research efforts have coalesced around the themes of implementation, the business case, measurement, communications and stakeholder involvement. With regard to tourism there have been some notable advances in CSR research on implementation, the (narrow) business case and stakeholder involvement (Coles et al., 2013). Comparatively little academic work has dealt with CSR measurement and communications. In relation to the themes mentioned above and CSR, when adopting the triple bottom line view (environmental, social and economic), research has often focussed on a single component of CSR (Font et al., 2012, Coles et al., 2013). This means there is a conceptual inconsistency, for example only looking at the environmental impacts of an organization or several businesses. Although the work is CSR related, it only gives a partial view on the practice of responsibilities across an organization. While mainstream CSR research has moved beyond questions of relevance and importance, tourism research on CSR can still be considered stuck at the stage of demonstrating the macro-social case (Coles et al., 2013). All in all, Coles et al. (2013) argue that tourism CSR is at a pivotal moment, and that there is a need for more basic empirical research. Especially with regard to one of the major players in the tourism industry, the tour operator.

According to a number of studies, mass tourism activities are considered to be responsible for generating the most severe negative impacts of tourism (Khairat & Maher, 2012). Tour operators are arguably one of the most significant drivers behind mass tourism. They have long been regarded as the weakest link in sustainable tourism stewardship, claiming they do not have direct impact outside their office and brochure printing (Carbone, Font & Tapper, in Schwartz & Font, 2009). This view has gradually changed, and many now consider tour operators as the key agents of change in making tourism supply chains more sustainable. Their central position in the supply chain provides them with power and bargaining dominance over destinations. Tour operators can be considered focal companies, as they govern and rule a supply chain and come into contact with customers (Sigala, 2008). Despite of the fact that tour operators are considered key players in making destinations more sustainable, within the already scarce body of knowledge on tourism CSR, this sub-sector has received relatively little academic attention (Coles et al., 2013). The existing research on tour operator's CSR practices has predominantly focussed on Europe, where according to Sheldon and Park (2011), tour operators are prevalent. Some notable examples include a paper of Miller (2001), in which he describes what the key factors of UK tour operators were in adopting a more responsible stance. He found that there was a lot of criticism on the role played by large tour operators from non-tour operators and smaller tour operators, and that tour

operators tend to follow the lead of the largest tour operators in their sustainability practices. Through an inspection of British, Dutch and German tour operators, Van Wijk and Persoon (2006) conclude that tour operators report CSR activities less frequently than businesses in other industry sectors and that large tour operators report (a lot) more than medium-sized and small tour operators. They also note that tour operators need to move beyond policy and reporting statements towards practices which actively improve sector sustainability (Van Wijk & Persoon, in Schwartz & Font, 2009). An exception to the predominant focus on European tour operators is a study of Dodds and Kuehnel (2010), who provide an exploratory case study of Canadian mass tour operators and evaluate their awareness level of CSR activities. They conclude that there is good awareness among Canadian tour operators, but that reporting and corporate strategy initiatives are preliminary and that there is little implementation of CSR activities. All in all, it seems that most tour operators are aware of the necessity to take a more responsible stance. However, as Van Wijk & Persoon (in Schwartz & Font, 2009) noted, many tour operators are still stuck in the phase of policy and reporting statements. This can be considered problematic because, first of all, tour operators do not seem to fully utilize their key role in instigating sector change. And second, it could reinforce the already poor image of tour operators with regard to 'green washing', in which reporting practices could merely be regarded as textual smokescreens. As opposed to the studies described above, there have also been some positive developments.

Recently, a more positive account on CSR practices of tour operators was given by Van de Mosselaer et al. (2012) in a case study on Dutch tour operators. They signal a change from a more defensive mode of thinking on CSR to a more pro-active approach of tour operators, in close cooperation with trade associations. In this case, the supply chain management approach plays a significant role in enhancing sustainability performance. Noteworthy is the fact that the driving forces, that are generally considered relevant for a firm's engagement in CSR, are almost absent in the Dutch setting (Van de Mosselaer et al., 2012). Some of these driver's include: legal requirements, pressure of stakeholder groups and economic opportunities. Some Dutch tour operators have *taken* responsibility for sustainable development, rather than being forced to do so. They have integrated responsible business practice in their daily operations, and have attributed themselves responsibility for environmental and social issues. According to Van de Mosselaer et al. (2012) this transformation in the Dutch tour operating industry can undoubtedly be considered a major step forward. The Dutch case could provide some valuable insights for tour operators, which to a large extent are still locked into existing technologies and old ways of doing (Van der Duim, in

Van de Mosselaer et al., 2012). Therefore, the author argues that further in-depth research on the sustainability practices of a Dutch frontrunner outbound tour operator, and how this enhances the sustainability of the supply chain, would be a valuable addition to the existing knowledge base and a step forward in developing a best practice of the future.

1.2 Societal relevance

Taking into consideration that mass tourism is a reality of our time, and that it will likely continue to expand, means that the tourism industry is challenged with finding ways of incorporating sustainable approaches in all tourism activities to prevent and/or mitigate its negative impacts (Swarbrooke, in Khairat & Maher, 2012). In 2002 the first international conference on Responsible Tourism conference was held in Cape Town, South Africa. This conference led to the “Cape Town Declaration”, in which responsible tourism was defined as a three tier approach: tourism development should increase the quality of life for surrounding communities, it should create better business opportunities, and it should improve the experience for tourists (Frey & George, 2010). Six years later, questions were asked as to what degree the industry had adopted the Cape Town Declaration, and if it had led to revised management practices. The second conference on Responsible Tourism was held in 2008 in Kerala, India, and highlighted the need to stimulate public/private partnerships, the lack of measurement systems for impact assessment and the necessity to move the debate towards addressing responsible tourism in a more strategic rather than moralistic manner (Goodwin & Venu, in Frey & George, 2010). Now, more than a decade after the Cape Town Declaration, Coles et al. (2013, p. 138) refer to it and conclude that “it is disappointing that academic sympathies for its intentions have not resulted in an enhanced scientific evidence base to underpin more responsible tourism management and governance in practice”. Within the tourism industry CSR adoption is still very geographically disparate, and not as widespread as many want (and hope) it to be. Although tour operators are considered to be the key players in making mass tourism more sustainable, intra-sectoral comparisons suggest that there are higher levels of CSR engagement among accommodations and airlines (Coles, 2013). It is only in recent years that mass-market tour operators are actively responding to the sustainability agenda (Schwartz & Font, 2009), but still many barriers seem to delay a widespread CSR adoption.

Tourism needs to take in account a holistic and comprehensive approach that balances tourism development with other activities, but because tourism is a very fragmented multi-sectoral industry, effects and monitoring processes through one company or mechanism have proven to be difficult (Tuan, 2011). In addition, CSR activities also tend to be fragmented and uncoordinated (Porter & Kramer, in Sheldon & Park, 2011). Other issues limiting sector progress include: the costs associated with sustainability activities (in relation to the tight profit margins of tour operators), human barriers (resistance to change, a lack of qualified staff and training programmes, a lack of understanding and inability to plan), and a lack of demand on the consumers side (Van de Mosselaer et al., 2012; Amoah & Baum, Bohdanowicz, Dong & Wilkinson, in Baddeley & Font, 2011). With regard to the latter, a so called “green gap” exists between the results from surveys claiming consumers want sustainable products and their actual purchasing behaviour. Schwartz and Font (in Baddeley & Font, 2011) also note that suppliers and operators often have different goals and priorities. To overcome some of these barriers, numerous certification schemes, guidelines and standards have been developed by both governments and the industry. Yet, Font and Harris (in Dodds & Joppe, 2009) suggest that these initiatives are ambiguous, assessment methodologies are inconsistent and open to interpretation, and considerable variation exists on what is understood as sustainable. They believe these initiatives do not work at all well in a climate of trade liberalisation and globalisation. Hence, with all the difficulties that exist with regard to CSR adoption in the tourism industry, it is not surprisingly that the progress towards social responsibility has been slow. Most tour operators struggle with putting theory into practice, thus moving from the strategic planning phase towards the implementation of actual sustainability practices. According to Baddeley and Font (2011, p. 206) “the challenge for tour operators going forward is how to practically integrate sustainability into their supply chain when they are just only beginning to understand it and tackle it themselves”.

The fact that currently the most successful initiatives are those for supply chain management, as also demonstrated in Van de Mosselaer’s et al. (2012) research on Dutch tour operators, create useful opportunities for further research. The Dutch case suggests it is possible to carve out a niche for sustainability, while not all tour operators signal these opportunities yet (Van de Mosselaer’s et al. 2012). Supply chain management represent only one area through which tour operator can manage sustainability, but it is central to enhancing sustainability on a destination level. Generally, it is concerned with the coordination of (distant) suppliers across the supply chain for the purpose of improving long-term performance of individual companies and the supply chain as a whole.

Because of the complexity of tourism supply chains, still many challenges exist with regard to effectively coordinating sustainability issues throughout the supply chain. Therefore, the author argues important lessons could be learned from investigating the sustainability practices of a Dutch frontrunner outbound tour operator with regard to making their supply chain more sustainable. It could help other tour operators in signalling the opportunities to practically integrate sustainability into their supply chain. First of all, this would require finding out how CSR can be managed effectively across different geographical scales, and how this can be applied to the tourism industry. Second, it is needed to find out how, and to what extent, an outbound tour operator can integrate this into its supply chain through supply chain management practices. And lastly, these findings need to be set against the current supply chain management practices of a Dutch frontrunner outbound tour operator with regard to enhancing the sustainability of their holiday destinations.

With regard to societal relevance, this thesis hopes to contribute to overcoming some of the barrier that have restrained tour operators from integrating sustainability issues into the management of their relationships with suppliers across different geographical scales, with the aim of enhancing the sustainability of holiday destinations.

1.3 Scientific relevance

Research on tourism CSR has moved beyond the question on whether tourism needs to be sustainable, and can now be considered at the early stages of moving towards the progressive rationalisation of thinking that has been taking place in other (mainstream) sectors of economic activity (Coles et al., 2013). In a critical appraisal of academic research on CSR in tourism management Coles et al. (2013) have provided a systematic analysis of the scholarly body of knowledge on CSR in travel, tourism and hospitality. A much needed contribution, being the first of its kind, to analyse the research progress made in tourism CSR in comparison to mainstream CSR research. Although there has been an increased academic interest in tourism CSR in the last decade, still many knowledge gaps seem to exist. Many significant themes in relation to CSR have received limited attention, or are entirely absent from tourism research (Coles et al., 2013). This lack of knowledge on tourism CSR has led to an extended future research agenda, with many fruitful topics, requiring attention to stimulate and enable further progress in enhancing the sustainability of the tourism industry. One of these fruitful topics related to tourism CSR is how tour operators address sustainability in their supply chain.

An organizations effort to address sustainability issues in the supply chain is known as sustainable supply chain management (SSCM). The SSCM approach acknowledges the focal role of tour operators to instigate change, and could offer a clear and delineated context and framework for tour operators to pursue CSR policies and practices (Van de Mosselaer et al., 2012). Besides, SSCM incorporates the triple bottom line of sustainability. According to Schwartz and Font (2009), further research should investigate the impact of current SSCM practices from both operator and supplier perspectives. This means exploration in terms of addressing impacts in a way which is commercially viable to both parties, without imposing unrealistic standards. And in addition, developing a detailed understanding of the factors which drive and challenge both operator and supplier engagement in specific SSCM practices. Hence, "Developing knowledge of differing industry operational structures, and sustainability priorities, is critical to understanding the implications for destinations" (Schwartz & Font, 2009, p. 15). Therefore, this thesis will investigate the SSCM practices of a large Dutch frontrunner tour operator to provide knowledge on how it addresses impacts, and which factors drive and challenge the operator in specific SSCM practices.

This thesis also aims to acknowledge Coles' et al. (2013) call for a greater critical engagement with mainstream thinking on CSR, and a greater conceptual and methodological sophistication. With regard to engagement with mainstream CSR, generally two broad groups of academic studies on tourism CSR can be distinguished (Coles et al., 2013). The first are those studies in which the interpretation of CSR is consistent with the mainstream conceptualisations, meaning a broad consideration of the multiple components (triple bottom line) that constitute CSR. Unfortunately, these studies are scarce in tourism CSR research. The second, much larger, group are those studies in which CSR in the fuller sense is an applied, indirect or secondary focus and/or where studies have only partially covered the full scope of what CSR actually entails (Coles et al., 2013). Although these studies have produced some valuable knowledge to advance our understanding of CSR in the tourism industry, it has been to one (limited) focus or with a (highly) restricted scope. In addition, the majority of contributions to tourism CSR have not, or to a limiting degree, been based on recent CSR theory and conceptualisations. This is unfortunate, because the recent developments in mainstream CSR research could be considered a valuable source to widen and deepen our knowledge of CSR in the tourism industry (Coles et al., 2013).

The call for a greater conceptual and methodological sophistication is aimed at the many contributions to tourism CSR which have employed a case study approach as their primary methodological modus operandi (Coles et al., 2013). Often these case studies have solely relied on secondary resources, such as press releases, webpages, newspapers and other published material. This means research was conducted external from the subject business(es), and often without access to key decision-makers and internal stakeholders. Although in some cases secondary sources could prove to be reliable data, it is important to note that such records are not always complete and that the degree of partiality can only be determined through research inside the subject business(es) (Coles et al., 2013). What is needed, and would be relevant to tourism CSR research, is considering the “wider business case” for CSR, taking a holistic approach towards CSR based on the recent literature and conceptualisations, and moving away from the sole dependency on secondary sources and external observation from the outside inwards (Coles et al., 2013).

In conclusion, the scientific relevance of this thesis is to enhance our knowledge of SSCM practices from a tour operator’s perspective by utilizing a case study approach in which secondary and primary data is generated and triangulated, while taking in account the full array of CSR components based on recent (mainstream) CSR literature and conceptualisations in defining tourism CSR.

1.4 Research objective

To gain more insight into how outbound tour operators can practically integrate tourism CSR into their supply chain, while taking in account the full array of CSR components, aimed at enhancing the sustainability of their holiday destinations, by investigating the sustainable supply chain management practices of a large Dutch frontrunner outbound tour operator.

The aim is to help move the debate forward, from a mainly moralistic to a more strategic way of addressing sustainable tourism. This is done by contributing to the understanding of how tour operators can move forward from their strategic planning phase towards the actual implementation of sustainability practices into their supply chain. The fact that some frontrunner tour operators in the Netherlands seem to have overcome some of the barriers generally faced by tour operators, with regard to the implementation of sustainability practices, make it an interesting best practice case. Therefore, the author hopes to gain insight into how, and to which extent, a

Dutch frontrunner tour operator has integrated sustainability practices into their supply chain, what progression has been made on the process of stimulating their destinations to be more sustainable, and what challenges have emerged during this process. The knowledge obtained from this best practice could contribute to the development of an integrated SSCM approach for tour operators, hopefully stimulating a more widespread adoption of CSR practices in the tourism industry.

1.5 Research questions

The research objective leads to the following central research question:

How, and to what extent, does a large Dutch outbound tour operator contribute to enhance the sustainability of their holiday destinations through supply chain management practices?

The central research question has been divided into the following sub-questions:

1. What are the relevant (mainstream) CSR components with regard to sustainable tourism, constituting tourism CSR?
2. How can CSR be managed effectively by actors across different geographical scales in the current global economic framework?
3. How, and to what extent, can an outbound tour operator integrate tourism CSR into their supply chain through supply chain management practices?
4. What has currently been achieved, from the tour operator's perspective, in stimulating holiday destinations to be more sustainable and what, if any, challenges have emerged during this process?

2. CSR in the tour operator's supply chain: a theoretical framework

2.1 Introduction

In the previous chapter it was made clear that in tourism CSR research there is a need for more engagement with mainstream CSR theory, as it can be considered a valuable source to widen and deepen or knowledge of tourism CSR research. Therefore, in developing the theoretical framework, this chapter will explore some of the recent developments in mainstream CSR literature, in addition to recent contributions in tourism CSR research, considered relevant for this thesis. First though, a brief and general introduction on the progress of CSR research over the past decades will be given, followed by the selection of an appropriate definition and approach to CSR in relation to tourism.

The second part of this chapter will first focus on globalisation and the changing contours of the world economy, shaping the framework in which CSR is practised and providing a deeper understanding of the significant actors and their role within this context. It will also explain the increased significance and underlying structure of the supply chain, which is considered a key component of the tour operating business (Budeanu, Font et al., Schwartz, Tapper & Font, in Van de Mosselaer, 2012). As mentioned in the previous chapter, supply chain management could offer a clear and delineated context and framework for tour operators to increase sustainable tourism. This chapter concludes by exploring how the tourism supply chain can be made sustainable, and the role of the tour operator in the process of integrating sustainability into their supply chain.

2.2 Corporate social responsibility in the tourism industry

CSR can certainly not be considered a new concept, as scholars have studied firms' social concerns for many decades (e.g. Berle, 1931, Bowen, 1953, Davis, 1960, Dodd, 1932, Frederick, 1960, in Aguinis & Glavas, 2012). In fact, the origins of CSR can be traced back to the early 20th century (Camilleri, 2012). However, the discussion on CSR really grew in popularity and took shape during the 1960's. This growth in popularity was mainly due to a quickly changing social environment and pressure from others, especially activists, for firms to adopt CSR perspectives, attitudes and practices (Carroll & Shabana, 2010). The CSR literature during the 1960's was predominantly focussed on what social responsibility actually meant, and its importance to business and society.

Murphy (in Carroll & Shabana, 2010) argues that the 1960's and early 1970's were the "Awareness" and "Issue" eras of CSR. CSR was primarily driven by external pressure, and businesses did not look for anything in return for acting socially conscious. In the 1970's formal definitions of CSR began to proliferate, and responsibility, responsiveness and performance became the centre of discussion under the umbrella term corporate social performance (CSP) (Carroll, Sethi, in Carroll & Shabana, 2010). On the one hand, CSP was an attempt to reconcile the importance of CSR, and on the other hand, it was also placing an emphasis on achieving results and the outcomes of socially responsible initiatives. The 1980's were characterized by more empirical research on CSR, and the rise and popularity of CSR related themes (Carroll & Shabana, 2010). These themes included: corporate public policy, business ethics and stakeholder theory/management. The 1990's and 2000's became the era of global corporate citizenship (Frederick, in Carroll & Shabana, 2010), while still continuing the quest to find business legitimacy for CSR. In the early 2000s CSR started to become more widespread, arguably because of an increasing fascination of businesses with the notion of sustainability, or sustainable development. These themes became an integral part of every CSR discussion (Carroll & Shabana, 2010), but applying them in business proved to be difficult.

Despite of the increased fascination of businesses with CSR, and the willingness to adhere and demonstrate their commitment, many still struggle with this effort (Lindgreen & Swaen, 2010). The long history of CSR has led to many multi-disciplinary avenues, influenced by many theories, which resulted in various CSR conceptualizations (Lindgreen & Swaen, 2010). According to Lindgreen & Swaen (2010, p. 1) the best of these conceptualizations remain in their embryonic stages, and prescribed approaches to CSR seem perplexing to theorists and completely elude practitioners. With regard to contemporary CSR research, The International Journal of Management Reviews argues that it has evolved along two avenues (Lee, in Lindgreen & Swaen, 2010). The level of analysis has shifted from macro social effects to an organizational level of CSR and its impact on organizational processes and performance. In a theoretical sense, the research shifted from explicitly normative and ethics oriented arguments to implicitly normative and performance oriented management studies. In describing the meta-themes in contemporary mainstream CSR research, the emphasis in the first part of this chapter will lie on further exploration of the latter two avenues, as they could provide valuable insights with regard to tourism CSR research. Before addressing these meta-themes though, it is useful to first provide some clarity on the plethora of terminologies and definitions of CSR that have arisen over time, and determine what term and definition is best suited to serve the purpose of this thesis.

2.2.1 Defining CSR in relation to tourism

The highly fragmented state of CSR research, as characterised above, has resulted in a myriad of CSR related terminologies and definitions. Broadly defined, CSR is typically associated with a range of organizational activities including, but not restricted to, employee welfare schemes, stakeholder engagement, community action, charitable giving and responsible supply chain management (Coles et al., 2013). There are a large number of different terms that have been deployed for CSR, mostly overlapping each other, although not always sharing the same ideas (Coles et al., 2013). Some examples of frequently used CSR related terminologies are: social responsibility (SR), corporate responsibility (CR), corporate citizenship, and corporate sustainability management. Orlitzky et al. (in Coles et al., 2013) argue, it is important not to see CSR with regard to one particular discourse or assuming that it is a homogenous, or real construct. There is no 'one-size-fits all' prescription of what CSR could mean for a particular business. The particular profile of responsibility employed by a business is context-specific and –dependent. The terminology that frames CSR can be useful to determine the underlying ethos and an organizations understanding of the agency of responsibility (Ketola, in Coles et al., 2013). Besides the myriad of terms, many definitions of CSR exist. Giving an exact definition of CSR is difficult because of several technical discussions (Coles et al., 2013). Though, it is useful to use a definition of CSR that would be applicable to, and suitable for research in, the tourism industry.

Dahlsrud (2006) identified 37 definitions of CSR gathered from an extensive literature review of both journal articles and web pages. These definitions were analysed through a content analysis, concluding that most definitions included the five following dimensions: the environmental dimension, the social dimension, the economic dimension, the stakeholder dimensions and the voluntariness dimension (Dahlsrud, 2006, p. 4). This means that the definitions analysed were predominantly congruent. Of course, many more definitions exist that have not been included due to the methodology that was used for identification (Carroll & Shabana, 2010). Another way of defining CSR is proposed by Carroll (in Carroll & Shabana, 2010), and consists of four categories: the business' fulfilment of economic, legal, ethical and philanthropic responsibilities. These categories are better known as Carroll's frequently used pyramid of CSR. Carroll's definition of CSR, based on these four categories, is stated as follows: "The social responsibility of businesses encompasses the economic, legal, ethical, and discretionary [later referred to as philanthropic] expectations that society has of organizations at a given points in time" (in Carroll & Shabana, 2010,

p. 89). The first category is the economic responsibility of a business organization, meaning that, before it was anything else, the business organization was the basic economic unit in our society (Carroll, 1991). All the other business responsibilities are predicated upon the economic responsibilities. The legal responsibilities are about a partial fulfilment of the 'social contract' between businesses and society to pursue their economic missions within the framework of the law. These responsibilities reflect 'codified ethics' in the sense that they embody the basic notions of fair operations as determined by lawmakers (Carroll, 1991). The ethical responsibilities embody those standards, norms, or expectations with regard to activities and practices that are expected or prohibited by the society, without being codified into law. The last category, philanthropic, is about corporate actions that are a response to society's expectations of being a good corporate citizen. They differ from ethical responsibilities in the sense that the former are not expected in an ethical or moral sense (Carroll, 1991). The four above mentioned categories address the motivations for initiatives and are useful in identifying specific kinds of benefits that flow back to companies, as well as society, in their fulfilment (Carroll & Shabana, 2010). The ethical and discretionary categories in Carroll's model have been further developed by others to consist of social and environmental elements (Panwar et al., 2006), leading to a third perspective on CSR focusing on sustainable development (Bigné et al., Panapaan et al., Panwar et al., van Marrewijk, in Martínez et al., 2013).

Because CSR and sustainable development share some common elements, the terms are often mistakenly used interchangeably by some people. Some significant differences can be identified between the two concepts (Henderson, 2007). Sustainable development focusses on achieving sustainability for the society as a whole and the planet, based on economic, social and environmental dimensions (ISO, 2010). It can be used to sum up the broader expectations of society that need to be taken into account by an organization in acting responsible. CSR, on the other hand, focusses on the organization itself, concerned with an individual organization's responsibilities to society and the environment, as well as the sustainability or ongoing viability of an organization. The latter is not per definition compatible with the sustainability of the society as whole (ISO, 2010). Therefore, sustainable development can be considered an overarching objective of an organization's responsible acting. Taking a sustainable development perspective on CSR means that, in an organization's pursue of responsible acting, there is an emphasis on the objective of being compatible with the sustainability of the society as a whole by addressing social, economic

and environmental aspects in an integrated manner. In addition, this means seeking to embrace all stakeholders, internal and external, and give equal weight to their voices (Henderson, 2007). The sustainable development perspective on CSR is considered particularly relevant for this thesis because of its emphasis on the environmental dimension, as tourism is one of the sectors with the most impact on its physical environment (Jamrozy, Timur & Getz, in Martínez et al., 2013). Also, it has been used to develop a better understanding of CSR (Tuscott, Bartlett, & Tywoniak, in Martínez et al., 2013), and it has been used for the management of the concept and at the operational level (Adams & Zutshi, in Martínez et al., 2013). As such, it has proven to be able to lead to improved management and operational practices (Kakabadse et al., in Martínez et al., 2013). Several authors have supported this approach as being specifically relevant for tourism research (Henderson, Kakabadse, in Martínez et al., 2013), and it is one of the most commonly used approaches in tourism. The World Tourism Organization (UNWTO) (2004, in Martínez et al., 2013, p. 372) has defined the three dimensions of the sustainable development perspective in relation to tourism as follows: The economic dimension is concerned with ensuring long-term viable economic activities and the fair distribution of socioeconomic benefits among all stakeholders. The social dimension is concerned with respecting the cultural authority of host communities, the preservation of their architectural and living cultural assets and traditional values, and a contribution to intercultural understanding and tolerance. The last dimension, environmental, is concerned with the optimal use of resources, which is an essential element of tourism development, protecting essential ecological processes and helping to conserve natural resources and biodiversity. In this respect, sustainable development in relation to tourism, or sustainable tourism for lack of a better term, is simply expressed to be: "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities" (UNEP & UNWTO, 2005, p. 12). In conclusion, this thesis will use the definition of CSR from a sustainable development perspective in relation to tourism, and will adopt the three dimensions of this perspective as defined by the UNWTO.

2.2.2 An overview of contemporary CSR research

In the first paragraph of this chapter some important aspects were highlighted. First of all, the level of analysis has shifted from macro social effects to an organizational level of CSR and its impact on organizational processes and performance. And second, in a theoretical sense CSR research has shifted from explicitly normative and ethics oriented arguments to implicitly normative and

performance oriented management studies. In determining the relevant meta-themes in contemporary CSR research this means that the two above described research avenues need to be taken into consideration. Therefore, the CSR framework developed by Lindgreen and Swaen (2010), and used by Coles et al. (2013) in relation to tourism, is considered to be useful for the purpose of this thesis. The framework categorizes five important topics within mainstream CSR research, related to organizational processes and performance. These topics, or meta-themes, are: communication, stakeholder engagement, measurement, the business case, and implementation. The business case is concerned with the reasons and motivations of why organizations engage in CSR practices, and is not considered to be relevant for the objective of this thesis. Therefore, the business case will not be discussed. The other topics will be discussed individually to provide an overview of the developments in contemporary mainstream CSR research in relation to the developments in tourism CSR research. This paragraph will conclude by recapitalizing those developments and considerations that are considered valuable for this thesis.

Communication

The first significant topic within mainstream CSR research is communication. Organizations increasingly use CSR activities to position their corporate brand in the eyes of consumers and other stakeholders (Lindgreen & Swaen, 2010). The current debate in the literature is on the question whether, and how, organizations should communicate on their CSR activities (Lindgreen & Swaen, 2010), and the effect CSR communications can have on the business (cf. Du, Bhattacharya, & Sen, in Coles et al., 2013). Recent research, for example, has shown that organizations do not always benefit from communicating their CSR activities (Mohr et al., Schlegelmilch & Pollach, in Lindgreen & Swaen, 2010). Morsing, Schultz and Nielsen (in Coles et al., 2013) have identified what they call a 'catch 22', which means that businesses who are communicating their CSR more widely are also scrutinized and often punished for doing so. These businesses are advised to target stakeholder groups through an 'expert CSR communications process' and an 'endorsed CSR communications process' to legitimize their messages on CSR. The latter means communicating CSR to the public via third party experts, who are informed by an 'expert CSR communications process', communicating CSR facts and figures that require some knowledge on CSR in order to fully understand (Morsing et al., 2008). Other ways identified to legitimize CSR communications are employee word-of-mouth (Nielsen & Thomsen, in Coles et al., 2013) and stakeholder engagement (Morsing & Schultz, in Coles et al., 2013). The first involves a broad employee engagement in an organization's CSR activities,

and the latter a two-way communication process with relevant stakeholders. These aspects are also featured in a recent contribution of Schoeneborn and Trittin (2013), suggesting a more radical approach with regard to communication. Moving away from the 'transmission view' of CSR communication, as a mechanistic understanding of communication which implies that meaning and understanding are transmitted in 'packages' from one sender to one or more receivers, to a 'constitutive view' of CSR communication. In this view, communication is seen as an emergent, dynamic, and precarious process of meaning negotiation (Schoeneborn & Trittin, 2013). It acknowledges that legitimacy and responsibility are constituted in complex processes of meaning negotiation that involve not only the organization itself but also various other actors (e.g. NGO's and other stakeholders). This means interplay of internal and external, multidirectional, non-linear, polyphonic (i.e. speaking with partly dissonant, contradictory voices) communication. In a practical sense, CSR communication should not be reduced to a corporate function performed by a stand-alone department of CSR or communications, but should be treated as a holistic endeavour that encompasses the organization as a whole (Schoeneborn & Trittin, 2013, p. 206). According to Schoeneborn and Trittin (2013), the above is particularly relevant in an age of social media and blogging, whereas every single employee can potentially become a crucial actor in CSR communication (Kjærsgaard & Morsing, in Schoeneborn & Trittin, 2013), and where the polyphonic (Christensen & Cornelissen, in Schoeneborn & Trittin, 2013) and contradictory (Scherer et al., in Schoeneborn & Trittin, 2013) nature of corporations is increasingly visible. With regard to communications in tourism CSR, formats of communication and the reliability of sources has almost exclusively been the topic of discussion.

As mentioned in the introduction of this thesis, communication has not been a main concern in tourism studies. However, there have been numerous indirect observations with regard to the nature of the sources available to the public, on which most tourism scholars rely (e.g. newspapers, websites, annual reports, and strategy and policy documents) (Coles et al., 2013). Discussions on this topic have revolved around the selectivity of coverage and the reliability of these sources, finding that they are not (always) intended to present a full audit of CSR activities (Coles, Dinan, & Fenclova, Cowper-Smith & de Grosbois, in Coles et al., 2013). A critical discussion on issues, such as practices and tactics on the appearance of texts, the selection of particular media, and the effects on target audiences with regard to CSR communication in tourism, is virtually absent (Coles et al., 2013). However, the above mentioned research gap also means there is no reason to believe that

the research done on these issues in other business sectors would not, to some extent, apply to the tourism industry. For example, the above mentioned ways to legitimize CSR communications.

Implementation

One of the most significant topics in mainstream CSR research is the implementation of CSR within organizations. Although CSR appears to be a common dimension of contemporary business activities (Kotler & Keller, in Lindgreen & Swaen, 2010), it is only recently that the dynamic and practical aspects of developing a CSR orientation within an organization have emerged in the literature (Jonker & de Witte, Lindgreen et al., in Lindgreen & Swaen, 2010). This seems to be related to the observation that research has more recently concentrated on normative and performance-oriented studies. Despite of the increased attention on implementing a CSR orientation, according to Lindgreen and Swaen (2010), the existing guidelines for implementing CSR still lack theoretical and empirical support. For example, Coles et al. (2013) argue that with in-depth case studies being the primary methodological modus operandi, there is a limited ability to draw meaningful and generalizable inferences. Moreover, most of these studies present only a snapshot in time and there is a lack of long-term investigations. Besides some of the shortcomings related to in-depth case studies, authors are divided over the way CSR should be implemented. On the one hand, authors argue that CSR implementation should happen through either incremental or transformational organizational change processes (Dunphy et al., in Lindgreen & Swaen, 2010). And on the other hand, authors have suggested more radical, transformational approaches (Doppelt, in Lindgreen & Swaen, 2010), which implies “managers must fundamentally rethink their prevailing views about strategy, technology and markets (Hart & Milstein, in Lindgreen & Swaen, 2010, p. 2). Despite of the current lack of resolution on how to implement CSR, it is useful to discuss some of these approaches because they share a number of common elements (Lindgreen et al., 2011).

Most frameworks that outline CSR implementation indicate that it is an organizational change process, consisting of a number of stages organizations must go through in order to reach a certain level of CSR integration (Lindgreen et al., 2011). The latter is determined by an organization’s compliance with CSR principles. With regard to the implementation stages, different views exist on how many, and which, stages are involved. Werre (in Lindgreen et al., 2011), for example, suggests a model consisting of four holistic stages: raising top management awareness, formulating a CSR vision and core corporate values, changing organizational behaviour, and anchoring change.

Doppelt (in Lindgreen et al., 2011) suggests a seven stage model called “wheel of change”, which is a circular, as opposed to linear, approach in which some stages need to be repeated to reach a certain level of integration. A more recent model, developed by Moan et al. (in Coles et al., 2013), also consists of seven stages which are based on three cultural phases within an organization (Reluctance, Grasp and Embedment). According to Jonker and De Witte (in Lindgreen et al., 2011), the focus should lie on shaping the business proposition (the organization’s mission, vision and business strategy), which in turn should make the organization CSR-oriented and help in facilitating change. Lastly, Cramer et al. (in Lindgreen et al., 2011) have developed an approach which assumes that ‘change agents’ implement CSR by translating their own views and intentions into language and actions that push an organization towards change. It acknowledges that every organization is unique in its CSR implementation based on the personalities of the ‘change agents’. Although, due to the scope of this thesis, a further and more detailed description of these different approaches is not possible, it is clear that quite some different views exist on the implementation of CSR. Despite of these differences, as mentioned, some common elements have been identified by Lindgreen et al. (2011), which could serve as a useful basis for the implementation of CSR (see Table 1).

Table 1: Stages of CSR Implementation

| Stages of CSR implementation | Explanation |
|--|---|
| (1) Conduct ‘zero-assessment’ | Identify current CSR practice (Cramer et al. 2004; Maignan et al. 2005) |
| (2) Develop CSR goals within the organization’s mission, vision, and strategy | Identify what the organization wants to achieve and how to achieve it (Doppelt 2003; Lyon 2004; Werre 2003) |
| (3) Gain top management support | Senior managers determine strategy and without their support become critical barriers to CSR implementation (Doppelt 2003; Werre 2003) |
| (4) Gain employee support to ensure they own CSR as part of their work life activities | Requires involvement of a cross-section of employees in zero assessment, and effective communication of CSR mission and vision; reinforced through training (Cramer et al. 2004, 2006; Maignan et al. 2005; Werre 2003) |
| (5) Gain support from external stakeholders | Groups affected by the organization or which affect the organization, for example, suppliers, distributors, and wider community. Selecting organizations with similar CSR beliefs consolidates the re-orientation of the business (Castka et al. 2004; Cramer et al. 2004; Maignan et al. 2005) |
| (6) Prioritize change effort and focus on achieving it | An acknowledgment of how the change implementation requires the application of finite management and other resources (Doppelt 2003) |
| (7) Measure progress and fine-tune the process | CSR implementation is an iterative approach (Cramer et al. 2004; Porter and Kramer 2006) |
| (8) Anchor change | Ensuring the organization’s activities results in mutual benefits for it and the society it operates in (Porter and Kramer 2006; Werre 2003) |
| (9) Reorder the implementation system | Reflects continuous nature of the process where stages may occur simultaneously, shaped by the situation faced by the organization (Doppelt 2003) |

Source: Lindgreen et al., 2011, p. 76.

Adding to these stages of CSR implementation, organizations might not pass through every stage, and the stages may progress sequentially or simultaneously, as well as repeat (Lindgreen et al. 2011). This means that the stages appear to be circular rather than linear. The link across the stages is individual responsibility to drive change, referring to the 'change agents'. The organization moves through each of the stages according to their own needs, based on negotiated outcomes with stakeholders in an attempt to gain collective support for the desired change (Lindgreen et al. 2011). Because the implementation framework is a generalization of how to implement CSR within an organization, it could potentially also serve well in the tourism industry.

Although, as in mainstream CSR research, implementation has been the primary focus in tourism CSR research, other themes have received more attention within this category. It has focused more on the awareness level of CSR within different tourism sectors and the level of CSR integration within organizations (Coles et al., 2013). The fact that CSR can be considered quite an extensive, and often confusing, concept has led to some difficulties. For example, while some organizations are practicing a responsible approach to business, they do not recognize these actions to be part of a CSR program (Coles, Dinan & Fenclova, in Coles et al., 2013). As Dodds and Keuhnel (in Coles et al., 2013) have demonstrated, the opposite is also possible. Organizations that have good awareness of CSR conceptually, but have few CSR measures implemented to show for it.

In a case study among 274 members of the Travel Industry Association America (TIA), Sheldon and Park (2011) found that the majority of these members currently engage in CSR activities (75.4 per cent). The main drivers for engaging in CSR activities were enhanced reputation and community-based issues, whereas the main inhibitors were a lack of resources and lack of understanding. In addition, the findings showed there was predominance in environmental (as opposed to socio-cultural) CSR projects (Sheldon & Park, 2011). Like mentioned in this thesis' introduction, although there is a relatively high level of commitment to CSR in the tourism industry, implementation seems to be selective and does not cover the entire spectrum of what constitutes CSR. In addition to inhibitors such as lack of resources and lack of knowledge, also firm size has been identified as a barrier for full CSR implementation (Coles et al., 2013). It is argued that large organizations have a more developed infrastructure, and the capacity to implement more widespread CSR activities and report on them, in comparison to small- and medium- sized organizations (SMEs) (Cowper-Smith & Grosbois, in Coles et al., 2013). On the opposite, others have argued that smaller businesses have more flexibility in their administration, and point to the importance of the personal values of the

owners and operators, in which responsibility is often embedded (Coles et al., 2013). Last but not least, another issue with regard to CSR implementation that has been identified as problematic is the voluntary nature of CSR. Where organizations desired self-regulation and the allied-intention to act, some argue this has not been translated into (even) more CSR activity (cf. Mowforth et al., van Wijk & Persoon, in Coles et al., 2013). This observation has led to a call for greater regulation by, for example, governments. Though, according to Coles et al. (2013), in neo-liberal times the instinct of governments is to deregulate and decrease the burdens on organizations, which makes a greater regulation by governments unlikely.

Measurement

Measurement, implementation, and the business case are often discussed interchangeably. According to Coles et al. (2013, p. 133) it is clear from mainstream CSR research that “measurement is concerned with the metric and indicator sets used by businesses and organizations to collect data on, and interpret the effects of, CSR on their operations and adjust them where necessary.” This can be considered a somewhat narrow performance-oriented observation, to which Lindgreen and Swaen (2010) add the measurement of the impact of CSR activities on the society’s well-being. Roughly, this means ‘how good’ businesses are for society with regard to the level of CSR implementation and their impacts. Research in this strand has focused on measuring that what has just been described above in a more structured, systematic and precise manner over time (Coles et al., 2013). This has led to many expansive measurement systems and standards that have been widely debated for their purpose and validity. What can be considered problematic is that fact that the many metrics and approaches have variously challenged theoretical and methodological development, camouflaging and masking sustainable practices (Lindgreen & Swaen, Moneva et al., in Coles et al., 2013). Although a myriad of CSR measurement methodologies exist, Wolfe and Aupperle (in Martínez et al., 2013) argue, there is no single way to measure CSR activities. This is because of the strong contextual characteristics of CSR, such as the industry and the context a business operates in (Campbell, Carroll, Decker, Whitehouse, in Martínez et al., 2013). To provide an overview, Martínez et al. (2013) have identified a total of five different methods for measuring CSR, including the limitations of these methods, and placed them in a table (see Table 2). Based on the current research, Martínez et al. (2013) have also identified a sixth method, which has not been included in the table. It focusses on the perception that individuals have of the concept of CSR, whereas the other methods focus on measuring the performance of actual CSR. Some of the most

Table 2: Existing Methods for Measuring CSR

| Method | Limitation | Research |
|-----------------------------------|--|--|
| Reputation indices | Items not based on theoretical arguments | McGuire, Sundgren, & Schneeweis (1988); Orlitzky, Schmidt, & Rynes (2003); Sotorrio & Sánchez (2010); Spencer & Taylor (1987); Thomas & Simerly (1995); Waddock & Graves (1997); |
| Databases | Narrow evaluation range | Amato & Amato (2007); Mahoney & Thorne (2005); Szwajkowski & Figlewicz (1999) |
| Indicators | Problems when encompassing the entire structure of CSR | Bragdon & Marlin (1972); Davidson & Worrell, (1990); Focacci (2011); Freedman & Jaggi (1982); Giannarakis, Sariannidis, & Garefalakis (2011); Turban & Greening (1996) |
| Content analysis of publications | Reliability of the companies | Biloslavo & Trnavcevic (2009); Giannarakis et al. (2011); Gray, Kouhy, & Lavers (1995); Holcomb, Upchurch, & Okumus (2007); McGuire, Sundgren, & Schneeweis (1988) |
| Surveys of organizational members | Impossibility of estimating the socially responsible practices adopted by companies as a whole | Aupperle, Carroll, & Hatfield (1985); Basil, Runte, Easwaramoorthy, & Barr (2009); Pinkston & Carroll (1994); Singhapakdi, Kraft, Vitell, & Rallapalli (1995); Tipuric & Lovrincevic (2011); Vitell, Ramos, & Nishihara (2010) |

Source: Martínez et al., 2013, p. 370.

outstanding academic developments are based on this method, such as Carroll's pyramid of CSR, models focused on the theory of interest groups, and those based on the theory of sustainable development (Martínez et al., 2013). Because all of the methods have their limitations, a selection of multiple methods is argued to be necessary to provide a holistic account of a case study subject's CSR practices, as also described in this thesis' introduction. This means measuring actual CSR performance on the one hand, in addition to measuring the perception of individuals on the concept of CSR on the other hand, while taking in account the limitations of each method.

Despite of the significant role of measurement in mainstream CSR research, it has not received a lot of attention within tourism CSR research (Coles et al., 2013). This is somewhat remarkable because of its close relationship to the categories implementation and the business case, which are both relatively well established. Coles et al. (2013) argue that this lack of research on measurement is related to the observation made by some commentators that there is a general absence of reporting to follow commitment to CSR in the tourism industry. First of all, this limits the ability to accurately assess CSR activities in the tourism industry as well as benchmarking progress between businesses and among different types of businesses. Assuming that the data provided in reports is reliable, of course. Second, it points to the fact that there has been a limited progress in tourism CSR research as compared to mainstream CSR (Coles et al., 2013). The primary focus seems to have been building a basic empirical foundation with regard to implementation and the business case, before focusing

on more alternative issues such as the measurement of CSR activities. Although some measurement methods have already been deployed in the tourism industry (e.g. Global Reporting Initiative, Travelife, SA8000), these have not yet been the subject of thorough investigation (Coles et al., 2013). Though, several accounts have pointed out the importance of these standards in enhancing the degree of responsibility in the tourism industry (Dodds & Joppe, Holcomb et al., Miller & Twinning-Ward, Sheldon & Park, in Coles et al., 2013). All in all, more critical research is needed on how metrics and frameworks are selected, developed, and utilized. Of course, the lack of the latter also means that there is no real reason to believe that research on measurement in other sectors will not resonate with the tourism industry (Coles et al., 2013). Thus, it is not only important to learn lessons from contemporary mainstream CSR research to complement tourism CSR research, it also proves to be a necessity with regard to some of the underdeveloped subjects.

Stakeholder engagement

The last of the four topics discussed here is stakeholder engagement. Viewed from a stakeholder-oriented perspective, CSR is concerned with the networks of stakeholders organizations are embedded in, the various sometimes conflicting demands these stakeholders have, and the translation of these demands into CSR policies and objectives (Lindgreen & Swaen, 2010). This means organizations need to manage the relationships with their stakeholders to find the right balance between the various demands, pursuing common goals, in order to gain support for an organization's chosen strategic course (Andriof & Waddock, in Lindgreen and Swaen, 2010). In addition, business leaders must address the moral complexities inherent to a wide range of stakeholders, and build enduring and mutually beneficial relationships with relevant stakeholders (Maak, in Lindgreen & Swaen, 2010). Lindgreen & Swaen (2010) refer to stakeholder engagement as 'CSR in action'. Effective stakeholder management can provide organizations with a competitive advantage (Rodriguez-Melo & Mansouri, in Dobeles et al., 2013), and has found to be a key success factor in CSR implementation (Sangle, in Dobeles et al., 2013).

Significant research on stakeholder engagement has focused on identifying and justifying which internal and external stakeholders are involved with an organization, what the nature of their stakes is, and what the role CSR plays in the relationship between and among stakeholders (Blowfield & Murray, Brammer et al., in Coles et al., 2013). With regard to identifying stakeholders, Fassin (2009, p. 128) distinguishes three different categories of stakeholders: "the stakeholder who

holds a stake, the stakewatcher who watches the stake, and the stakekeeper who keeps the stake". The stakeholder category consists of those stakeholders that have a real stake in the company (e.g. employees, customers). They can be considered the classic stakeholders, with a real positive (or at least expected) loyal interest in the firm (Fassin, 2009). The second category are stakewatchers, this group consists of pressure groups that look after a stake with care, scrutiny and attention (e.g. employee unions, consumer associations, activists). The last category is the stakekeepers, consisting of independent regulators without any stake in the firm, but with influence and control (e.g. governments, media, and auditors). By classifying the stakeholder groups in different categories, it helps to better reflect distinct activities of these groups, enhances the understanding of these groups, and helps to better strategically manage these groups (Fassin, 2009). For example, as it is possibly unrealistic for firms to satisfy all the different stakeholder groups, a distinction must be made based on legitimacy, power and urgency of a given stakeholder's claim (Griesse, in Dobele et al., 2013). It also facilitates in communicating alternative messages and different CSR information to varying audiences of stakeholders. Fassin's approach is supported by findings from research on activities that are valued by stakeholders. In a survey of nearly 500 managers and business stakeholder, Welford, Chan, and Man (in Coles et al., 2013) found that components of CSR were valued differently by government, non-government organizations (NGOs), investors, and the businesses themselves. This emphasizes the relevance of distinguishing between different types of stakeholders.

Other research on stakeholder engagement has focused on the development of models for stakeholder management. Nijhof et al. (2002), for example, have proposed an 'inclusive innovation' model, used for the integration of social responsibility into an organization through stakeholder engagement (as opposed to an emphasis on manager's agency). The model consists of four interconnected processes: consultation, integration, information, and evaluation (Nijhof et al., 2002). In the consultation process different stakeholders are consulted to determine the social responsibilities of an organization. In the integration process the social responsibilities are linked to existing relevant operational and information systems of an organization. In the information process stakeholder are informed on the progress of an organization's actual behaviour related to social responsibility through monitoring and reporting. And in the evaluation process all stakeholders evaluate the progress made with regard to all the other processes and provide feedback (Nijhof et al., 2002). The importance of involving stakeholders in the decision-making process is also highlighted by Coombs and Holladay (2012), in relation to what they describe as

'perceived justice' in the CSR process. They use the term *perceived* because justice is perceptual rather than absolute, in which justice is essentially about keeping the CSR process honest and transparent. Stakeholder engagement contributes significantly to the latter, because involving the stakeholders in the decision-making process allows them to understand how decisions are made. If the decision-making process is fair and consistent, they will perceive procedural justice (Coombs & Holladay, 2012). What can be concluded is that mainstream CSR research promotes addressing the moral complexities inherent to a wide range of stakeholders. However, in tourism CSR research there has been a struggle regarding this.

According to Coles et al. (2013) there have been some issues with stakeholder engagement in tourism CSR research, specifically with regard to three aspects. First, engagement with internal stakeholders has predominantly been on a senior, corporate level with those responsible for constructing, disseminating and governing the corporate position. This means that those responsible for enacting the CSR policies in everyday practices (middle management and other employees) have largely been neglected. Second, especially with regard to tour operators, a more nuanced spatial view of stakeholders is necessary. Hence, tourism businesses operate in many countries which would also require a differentiated view on stakeholders in different markets. And third, according to Coles et al. (2013), there has been reductionist tendency to simplify stakeholder positions in, or responses to, tourism CSR because of the heavy use of reported speech. In this context, research on stakeholder engagement has mainly focused on the social relations between organizations and their external stakeholders (Beeton, Billington, Cadoppi & Carter, Gill, Henderson, Tepelus, Williams, in Coles et al., 2013), and more specifically, on relationships with external stakeholders within destinations and their communities. For example, Williams et al. (in Coles et al., 2013) demonstrate that through careful and complex dialogue between a Canadian mountain resort and (mainly) the community, the resort was granted a 'social license' to operate. This is one of few examples in which legitimization is almost more important than the regulation of activities, and serves as a perfect case to demonstrate the importance of perceived justice in the CSR process, as described earlier. In another study, Tepelus (in Coles et al., 2013) examined how the global tourism industry engaged in the prevention of human trafficking and child sex tourism by looking at some of the major initiatives in which tourism organizations are involved. The conclusion of this study was that NGOs and civil rights organizations were mainly driving the process, not the tourism businesses. According to Coles et al. (2013), besides the need for greater awareness and proactivity, tourism businesses need to integrate the above described issues in their circuits of

innovation. In addition, they conclude that “effective CSR is not a short term consideration, and to be most effective, stakeholder engagement is a protracted process of negotiation and appraisal for all parties” (p. 134).

2.2.3 Conclusion: lessons learned from mainstream- and tourism CSR research

It is clear that tourism CSR research is considerably lagging behind in comparison to the progress made in mainstream CSR research. Therefore, drawing from mainstream CSR research has provided some meaningful insights complementing tourism CSR research. As mentioned, this thesis adopts a sustainable development perspective on CSR. Therefore, those CSR practices enhancing the compatibility of an organization’s responsible acting with the sustainability of the society as whole are considered useful for this thesis. To enable an organization to address sustainable development issues there needs to be a certain level of CSR integration, achieved through the implementation of CSR. According to Jonker and De Witte (in Lindgreen et al., 2011) an organization should have a CSR oriented business proposition (mission, vision and business strategy), in which the chosen strategic course for CSR is supported by the top management, employees, and external stakeholders. Cramer et al. (in Lindgreen et al., 2011) point out the importance of “change agents” to translate the strategic course into CSR related actions which push an organization towards change. In addition, an organization should acknowledge that CSR implementation is an iterative process by measuring its progress on CSR and by fine-tuning the process (Lindgreen et al., 2011). To gain support for an organization’s CSR activities and to legitimize its CSR actions, there should be a broad stakeholder engagement. With regard to internal stakeholders, this means treating CSR as a holistic endeavour encompassing the organization as a whole (Schoeneborn & Trittin, 2013, Nielsen & Thomson, in Coles et al., 2013). And with regard to external stakeholders, this means a protracted two-way communication process with a wide range of relevant stakeholders to pursue mutually beneficial CSR goals (Coombs & Holladay, 2012, Morsing & Schultz, in Coles et al., 2013, Andriof & Waddock, in Lindgreen & Swaen, 2010). Also, Fassin (2009) points out the importance of categorizing different stakeholder groups to better reflect distinct activities of these groups, to enhance the understanding of these groups, and to better strategically manage these groups.

Besides an organization’s CSR practices, some useful considerations for this thesis were described with regard to conducting tourism CSR research. First of all, it is important not to rely solely on

secondary sources as they are not (always) intended to present a full audit of CSR activities (Coles et al., 2013). Therefore, secondary sources will be complemented with primary sources. And second, it is clear that there is no single way to measure CSR because of its strong contextual characteristics. In addition, no theoretically grounded methodologies for measuring CSR exist. In this thesis, as suggested by Martínez et al. (2013), multiple methods will be used to measure actual CSR performance as well as the perception of individuals on the concept of CSR. With regard to latter, it is important to involve those individuals responsible for enacting CSR policies in everyday practices and not to rely too heavily on reported speech to prevent simplifying stakeholder positions (Coles et al., 2013).

Although the issues and considerations described above provide some valuable knowledge with regard to an organization's CSR practices and conducting tourism CSR research, it must be noted that it is unclear if the findings in mainstream CSR research will also resonate in the tourism industry. On the other hand, it is argued, there is no compelling reason to believe they will not.

2.3 Exploring the global economic framework for CSR: globalisation, global production networks, and supply chains

After focussing on CSR theory and CSR in relation to tourism, this part of the chapter will explore the global economic framework in which CSR is practiced, the actors involved, and the role of the supply chain in enhancing sustainable development. The book “Global Shift” written by Peter Dicken (2011) will mainly be used in this regard, as it provides a comprehensive account of the contours of the world economy. A good starting point to gain a deeper understanding of the above mentioned subjects is the concept of globalisation.

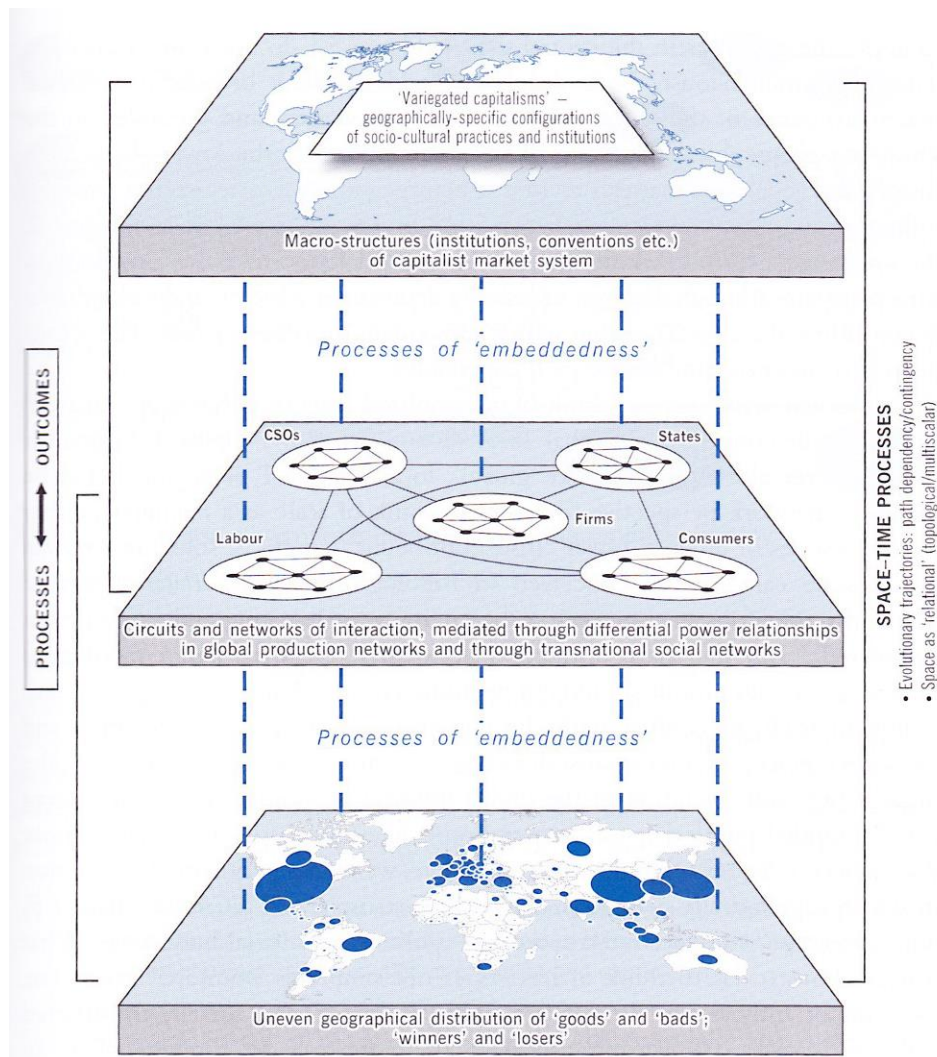
2.3.1 The concept of globalization

The concept of globalisation has grown immensely in popularity over the last thirty years, and is often invoked by, for example, academics, journalist, politicians, consumer and environmental groups, and businesses in relation to a myriad of occurrences that have shaped the world we live in today. More than often though, the concept is being misused, lumping together a number of “big issues” under the umbrella term “globalisation” (Dicken, 2011). Broadly, the concept of globalisation can be divided into two different, but interrelated, meanings. One refers to the neo-liberal, free-market ideology, and the other refers to the actual structural changes in the way the world economy is organised and integrated (Dicken, 2011). This paragraph will focus on the latter, the structural changes that shape the world economy and form the basis of how CSR is practiced and governed. The most significant changes in this respect are the transformations from old geographies of production, distribution and consumption, to new geographies of production, distribution and consumption. Changes related to the nature and degree of interconnection in the world economy, especially the speed to which these connections occur, involving both a stretching and intensification of economic relationships (Dicken, 2011). Often referred to by saying “The world has become a global village”, or “The world has become a smaller place”. Although in many cases this is solely attributed to technological change, globalization processes that have driven these transformative changes are not a single, unified phenomenon, but a “super complex series of multicentric, multiscalar, multitemporal, multiform and multicausal processes” (Jessop, in Dicken, 2011, p. 7). These processes have led to an economy consisting of tangled webs of production

circuits and networks, cutting across all geographical scales. To understand how CSR comes into play, it is first useful to unravel some of the complexity of the global economy.

In order to provide a structural perspective on globalisation processes and outcomes, and the role of key actors in this regard, Dicken (2011, p. 53) has developed a *simplified* analytical framework of the global economy, based on a network perspective (see Figure 1). The framework consists of three layers, which are not hierarchal, top-down levels, but should be regarded as three mutually interconnected “slices”.

Figure 1: A simplified analytical framework of the world economy



Source: Dicken, 2011, p. 53.

These slices are constantly subjected to change through space and time. For example, previous structures and trajectories exert a powerful influence on present and future patterns (path dependency/contingency). With regard to geographical scales, the globalizing processes cannot be simply divided in local, national or global terms. These processes overlap and interpenetrate each other in complex ways beyond the notion of territories, though territorial scales of governance (bounded political space) remain fundamental with regard to their influence on globalisation processes (Dicken, 2011). The bottom slice illustrates some of the outcomes of the globalization process, the uneven geographical spread of production, distribution and consumption. The top slice illustrates the broader institutional macro-structures of the global economy, the socially constructed institutions, conventions and rules of the capitalist market system. And the middle slice illustrates the major actors in the global economy and the webs of relationships between them. The reshaping (through globalization processes) of the global economic map has increasingly been driven by the emergence of extremely complex organizational and geographical networks of production, distribution and consumption, or what can be termed global production networks (GPNs)(Dicken, 2011). These GPNs are circuits of interconnected functions, operations and transactions through which a good or service is produced, distributed and consumed. They are highly geographically extensive and could span across the entire world, although this is not necessarily the case. It is these networks (GPNs), with its participants, their interconnections and power relationships, which shape the contours in which CSR is practiced and governed. Especially the actions of, and interactions between, the different actors within GPNs play a fundamental role in this regard, and therefore it is useful to further explore these roles.

2.3.2 The different actors in a GPN and their roles

GPNs are not simply technical-economic mechanism through which production, distribution, and consumption of goods and services takes place, but also “...organizational fields in which actors struggle over the construction of economic relationships, governance structures, institutional rules and norms and discursive frames...” (Levy, in Dicken, 2011, p. 59). As described, the struggle of the actors significantly influences the geographical configuration of the global economy. The major actors involved in a GPN are: transnational corporations (TNCs), states, consumers, labour, and civil society organizations. The role of consumers in a GPN is an important one, as they ultimately drive production based on their willingness, necessities, and the ability to acquire and consume products. Though, their influence on how GPNs are organized is often regarded relatively low (Dicken, 2011).

Labour, although often merely treated as a 'factor of production', can also be considered significantly influencing the way how GPN's operate. Whether labour is organized in labour unions, or as individuals, their skills and knowledge are central to production networks. The direct influence of labour on most GPNs is limited though, especially because of the transnational nature of most GPNs. Labour is more place-bound and can be 'replaced' in another location, for example, the relocation of production plants of TNCs to other countries. Civil society organizations (CSOs), or NGOs, have proven to be able to significantly influence GPNs. Especially globally organized pressure groups (e.g. Oxfam, Greenpeace) are considered having a significant influence on corporate behaviour. This influence on corporate behaviour is crucial, because TNCs can be considered the most influential actors in a GPN. Their role is particularly important, as they have the power to coordinate and control operations within a GPN in more than one country, even if they do not own the operation (Dicken, 2011). Although, because of their transnational nature, TNCs seem to be "exempt" from national laws they have to operate within multiscalar regulatory systems. Hence, every component of their operation is literally grounded in a specific location. The nation-state can be regarded as the most important (influential) bounded territorial form in which a GPN is embedded, but also supranational and subnational institutions can be considered significant factors in shaping the regulatory regimes that wield power over how GPNs are organised. Both TNCs and states can be considered mainly responsible for shaping and reshaping the world economy (Dicken, 2011). As such, it is generally acknowledged that their significant role also bears a great responsibility with regard to improving the lives and livelihoods of people throughout the world. The narrow view of business responsibilities, being primarily focussed on maximizing shareholder value, has gradually been replaced (although not yet universal) by a broader view on business responsibilities, or what is known as CSR.

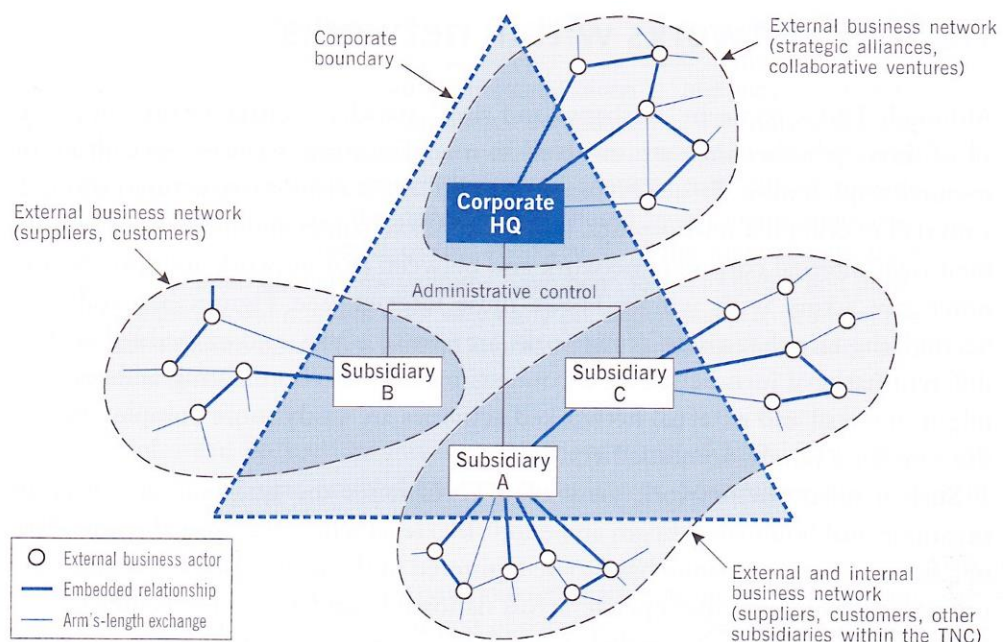
2.3.3 Organizational structures and the dimension of place in GPNs

The previous paragraphs briefly described the structure of the world economy, GPNs as vehicles through which the world economy is increasingly being shaped, and the main actors involved in operating and influencing these GPNs. This paragraph will go into more detail on how GPNs shape the world economy and the organizational structure of TNCs within GPNs. To understand the role of TNCs with regard to practising CSR, it is argued necessary to understand some of the basic structures through which TNCs operate. It will focus on the a-symmetrical power relations within GPNs, leading to developmental implications for people, businesses, and their environment. These

developmental implications raise important questions with regard to the relationship between lead firms and their (distant) suppliers, being particularly relevant for this thesis.

GPNs vary enormously with regard to how they are controlled, how they are coordinated, and how geographically extensive they are (Dicken, 2011). A significant part of a GPN is the organizational network of a TNC, which in itself is an extensive complex network consisting of intra-organizational and inter-organizational networks. These networks spread across different national jurisdictions and contexts, and therefore coordinating and controlling the activities within these networks are far more complex than is the case in a purely domestic firm (Dicken, 2011). Because the operations of a TNC stretch beyond jurisdictional boundaries, TNCs have a set of formally organized rules and conventions, regulated and institutionalized through their own internal mechanisms. These help coordinating and controlling activities within its corporate boundaries, but also affect the relationships with consumers and suppliers outside of the corporate boundaries (see Figure 2).

Figure 2: Organizational network of a TNC



Source: Dicken, 2011, p. 122.

In relation to CSR, these rules and conventions are particularly important because they largely determine the ethical framework in which business is conducted. Their effectiveness and reach depends on the type of relationship between firms. Generally, two types of relationships can be distinguished in this regard: arm's-length exchange and embedded relationships (Dicken, 2011). These relationships indicate the degree of embeddedness within a corporate hierarchical structure (degree of dominance), based on mutual adaptation of resources and activities. Arm's-length exchange is characterised by a low degree of embeddedness, whereas embedded relationships, as the name already suggests, are characterized by a high degree of embeddedness. In looking at the coordination of entire production networks, instead of individual relationships between firms, a similar distinction can be made based on the degree of explicit coordination and power asymmetry between lead firms and suppliers. This ranges from the vertical integration of suppliers within a firm (high degree of explicit coordination and power asymmetry), to regular market relationships (low degree of explicit coordination and power asymmetry). Virtually all TNCs are able to coordinate their suppliers to at least some degree, often far beyond their own corporate boundaries. As such, they are not only able to affect the businesses within the organizational network, but also the specific places (national and local economies) in which these organizational networks are grounded. This is where "organizational networks connect into geographical networks" (Dicken, 2011, p. 430).

Every place, on whatever geographical scale, has an organizational ecology (Dicken, 2011). This organizational ecology can consist of a mix of every possible type of business, connected through extensive production circuits and networks. Within a community, for example, many businesses are integrated in the supply chain of a larger firm through first-, second-, or lower-tier relationships. This means that the, often very distant, decision-making functions of a larger (or lead) firm can potentially greatly impact the development of a community. On a larger scale, GPNs can lead to the upgrading or downgrading of national or local economies (Dicken, 2011). The major areas of potential GPN impact include capital injection, local firm stimulation, knowledge diffusion, and employment creation, which can lead to both positive and negative differential effects. A TNC could manage these (distant) impacts, in which CSR aims to mitigate the negative effects and stimulate positive effects, through supply chain management.

2.3.4 Supply chain management

A supply chain is “a set of three or more entities (organizations or individuals) directly involved in upstream or downstream flows of products, services, finances, and/or information from a source to a customer” (Mentzer et al., in Gold et al., 2010, p. 232). Each one-to-one relationship within a supply chain is called a dyad, in which supply chain management (SCM) focusses on the management of multiple dyadic relationships. It is concerned with “the systematic, strategic coordination of the traditional business functions and the tactics across these business functions within a particular company and across businesses within the supply chain, for the purpose of improving the long-term performance of the individual companies and the supply chain as a whole” (Mentzer et al., in Gold et al., 2010, p. 232). Instead of seeing supply chains as simple linear structures (chains), there seems to be a general consensus that they should be regarded as “supply chain networks”, including inter-connected supply chains (e.g. Lamming et al., Lockamy, in Miemczyk et al., 2012). The individual businesses in the supply chain can be considered as nodes in the network (Dicken, 2011), in which the performance of a firm is dependent on how effectively and efficiently it cooperates with its direct partners, and on how well these direct partners cooperate with their own partners (Gold et al., 2010). This is based on the fact that the resources of individual businesses in the supply chain are combined to add value, achieving more advantages through interaction than through individual efforts (Haakansson & Snehota, Halldorsson et al., in Gold et al., 2010). Besides increasing effectiveness and efficiency through cooperation, reputation management has also become a significant issue in managing the supply chain.

According to Baddeley & Font (2011), active engagement of a business with its supply chain is no longer a competitive advantage but a consumer expectation. The fact that many large businesses have transferred their value-added processes to suppliers in countries with lower cost levels (Beske et al., Cheung et al., Reuter et al., in Harms et al., 2013) has increased the reputational risks for these business with regard to poor working- and/or environmental conditions at production sites (Reuters et al., in Harms et al., 2013). A growing consumer awareness of these practices has increased the pressure on businesses to actively manage these risk-related issues in their supply chain. This has led to a growing consideration of sustainability aspects throughout all the stages of global supply chains. Besides managing the reputational risks though, sustainability aspects have also been acknowledged as a source for business opportunities and innovation (Harms et al., 2013). Due to a growing demand for environmentally friendly and socially responsible products and

services (Geffen & Rothenberg, Carter & Jennings, Guoyou et al., in Harms et al., 2013), sustainability has become a significant competitive driver between businesses (Hansen et al., in Harms et al., 2013). It is no surprise that sustainability issues are increasingly being discussed in relation to SCM, known as sustainable supply chain management (SSCM).

Sustainable supply chain management

Basically, SSCM extends the scope of SCM with environmental and social issues to consider all three dimensions of sustainability (economic, social and environmental) in designing and optimizing the supply chain (Seuring & Müller, Bai & Sarkis, Gold et al., in Harms et al., 2013). From a micro-economic perspective, this means that the three sustainability dimensions are integrated into core business functions, such as procurement, logistics, knowledge management, marketing, and operations (Morali & Searcy, 2013). Many definitions of SSCM exist, most of which are very similar. Differences are mainly found in the scope of sustainability dimensions, for example, some focus only on environmental issues. In this thesis a definition provided by Ahi and Searcy (2013, p. 11) is used, which is based on an extensive literature review and defines SSCM as follows:

“The creation of coordinated supply chains through the voluntary integration of economic, environmental, and social considerations with key-organizational business systems designed to efficiently and effectively manage the material, information, and capital flows associated with the procurement, production, and distribution of products and services in order to meet stakeholder requirements and improve the profitability, competitiveness, and resilience of the organization over the short- and long-term.”

Several authors have explored the motives for SSCM implementation, some of which have already been mentioned above, most commonly listed in the literature as: competitive advantage, pressure from consumers and other stakeholders, supplier management for risk and performance, government regulations, and environmental and social advocacy (Sarkis, Roberts, Darnall et al., Seuring & Müller, Björklund, in Morali & Searcy, 2013). One of the most used mechanisms to increase sustainability within the supply chain is the code of conduct (Dicken, 2011). Thousands of codes of conduct have been developed over the last decade, often overlapping in highly confusing ways. Tulder et al. (in Dicken, 2011) have made an overview of the types of CSR strategies towards suppliers, ranging from an inactive self-oriented approach (no dialogue with non-firm

stakeholders) to a pro/interactive approach (open dialogue with non-firm stakeholders) (see Table 3). The table also shows the types of code of conduct typically associated with these CSR strategies. Tulder et al. (in Dicken, 2011, p. 534) classify these codes along two dimensions: Specificity refers to “how many issues it covers, how focused it is, the extent to which it refers to international standards and guidelines, and to what extent aspects of the code are measures”, and compliance “is generally enhanced by clear monitoring systems in place, combined with a more independent position of the monitoring agency and the possibility of these organizations to formulate and implement sanctions”. Often, the degree of specificity and compliance is determined by the type of code of conduct, distinguished by: codes devised by an individual or group of TNCs, codes drawn up by a coalition of interest groups, codes formulated by a TNCs in association with some of their stakeholders, and codes established by international NGOs (Dicken, 2011). The usefulness of codes of conduct is highly debatable, mainly because of their voluntary nature and often rather marginal scope. In addition, their effectiveness differs greatly between TNCs, industries, and the countries in which they are operated

Table 3: Types of CSR strategies towards suppliers

| | <i>Inactive</i> | <i>Reactive</i> | <i>Active</i> | <i>Pro/interactive</i> |
|-----------------------------------|---|---|--|--|
| | Corporate self-responsibility | Corporate social responsiveness | Corporate social responsibility | Corporate societal responsibility |
| <i>Supply chain relationships</i> | | | | |
| | Price only. Strong competition for customers. Active use of power position in chain. Suppliers responsible for labour conditions. | Price and quality. Suppliers responsible for labour conditions. | Fair prices and high quality. Suppliers selected on basis of approach to e.g. labour conditions. | Joint responsibilities. Prices and quality set together. Definition of fair wages and labour conditions based on consultation and strategic dialogues. |
| | Cost, control, risk aversion. | Cost, control, quality. | Control and quality. | Co-development and quality. |
| | CSR only if not too costly and does not mean higher purchasing prices. | CSR only if needed and/or available and does not mean higher purchasing prices. | Upgrading according to own standards. | Upgrading according to joint and/or open standards. |
| | Below 5% CSR of purchases. | Below 25% CSR of purchases. | Target of 25–60% CSR of purchases. | Target of 60–100% CSR of purchases. |
| | Buy | Make or buy | Make | Cooperate |
| | Global | Global | Regional | Local |
| <i>Codes of conduct strategy</i> | | | | |
| Type of code | Internal | Specific supplier | General supplier | Joint/dialogues |
| Specificity | Low | Medium/high | Medium/low | High |
| Compliance | Low | Medium/low | Medium/high | High |
| Implementation | Low | Medium/low | Medium/high | High |
| | Chain liability | | | Chain responsibility |

Source: Dicken, 2011, p. 533.

The literature lists many challenges to integration and implementation of SSCM. These challenges are fairly similar to the challenges with regard to CSR implementation in general. The following are some of the major challenges identified (Storey et al., Carter & Rogers, Seuring & Muller, Linton et al., Morali & Searcy, in Morali & Searcy, 2013, p. 4): Lack of understanding the intricate interplay between the three pillars of sustainability and how that affects the economic bottom line, capital investment commitments, risk management and supplier monitoring, measurement, transparency of information and knowledge, alignment of corporate strategy with SSCM initiatives, and corporate culture. As was also evident in mainstream- and tourism CSR research, relatively few studies on SSCM research incorporated all three sustainability dimensions. In addition, although there has been a lot of progress on a theoretical and conceptual level with regard to SSCM, the amount of studies on the actual sustainability practices of businesses in their supply chain is scarce (Morali & Searcy, 2013). According to Morali and Searcy (2013) there is a need to investigate the extent to which sustainability practices are incorporated in a business' SCM, in relation to the multiple criteria of SSCM (governance, collaboration, supplier encouragement, etc.). Of course, most research on SSCM is based on manufacturing. When applying SSCM to the tourism industry there are a few issues that need to be taken into account, for example, the fact that tourism production and consumption take place simultaneously at the destination (Sigala, 2008). Therefore, the next paragraph will look at SSCM in the context of the tourism industry.

2.4 The tour operator's role in sustainable supply chain management

The previous paragraph provided an overview of the global economic framework, narrowing it down from a global network perspective to an organizational network perspective, in which supply chain management of sustainability related issues has become increasingly relevant. This paragraph will discuss SSCM from a tour operator's perspective, to find out what role a tour operator can play in enhancing the sustainable development of holiday destinations. First of all, an overview will be given of the tourism supply chain and SCM in relation to tourism. Subsequently, the role of the tour operator with regard to SSCM practices will be discussed.

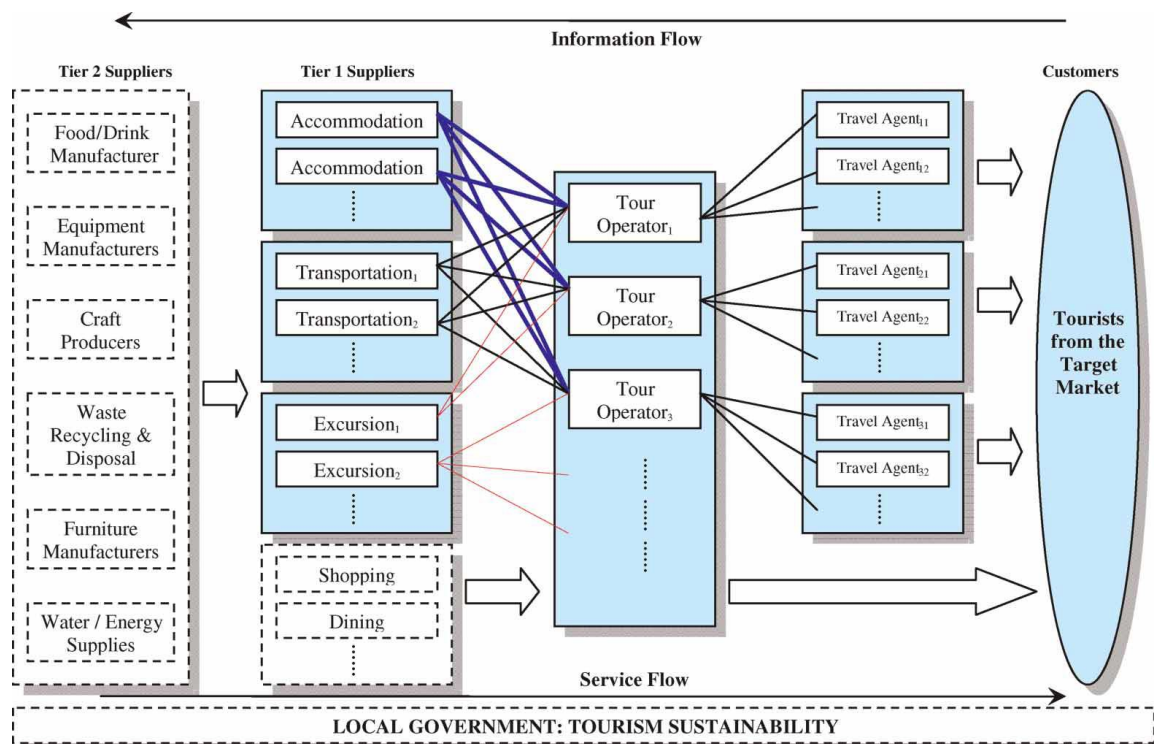
2.4.1 The tourism supply chain

To understand the SCM practices of a tour operator with regard to sustainable development, it is argued a prerequisite to first understand the network configuration of a tourism supply chain (TSC). Before discussing the TSC though, it is important to address some of the basic characteristics of the tourism product and the tourism industry. As part of the service sector of the global economy, Zhang et al. (2009) have identified five characteristics in which tourism distinguishes itself from manufacturing and other primary sectors. First of all, tourism can be considered a coordination-intensive industry, in which the final tourism product consists of different products and services (transportation, accommodation, etc.). Second, most tourism products are products which cannot be stored for future sale, e.g. a hotel bed or airplane seat. This means most tourism products are perishable, and this significantly affects the marketing efforts and operations of tourism businesses (Yilmaz & Bititci, 2006). It is one of the main differences between tourism and manufacturing products. Third, a tourist needs to travel to the destination where tourism products are produced and consumed at the same time. This means that, in general, tourism cannot be divided in production and consumption phases, as these are inseparable and an integral part of the service process as a whole (Baker & Crompton, in Yilmaz & Bititci, 2006). It also means that tourism products cannot be examined prior to their purchase (Zhang et al., 2009). The sale is highly dependent on the presentation and the interpretation of a product, which makes the tourism industry a very information-intensive, or information dependent, industry (Ujma, in Zhang et al., 2009). Fourth, tourism products are complex in nature. In general, they are heterogeneous and compound, consisting of many different service components, such as transportation, accommodation, sightseeing, dining, and so on. And lastly, the tourism industry often experiences higher demand uncertainty and more complex dynamics than other industries because of intense competition among service providers (Zhang et al., 2009). All of the above mentioned characteristics make the tourism industry highly interdependent (i.e. a high dependence between the various players) (Yilmaz & Bititci, 2006). This high level of interdependence signifies the relevance of effective SCM, in which the network configuration of a TSC plays an important role. This thesis adopts the definition provided by Zhang et al. (2009, p. 3), in which a TSC is defined as:

“... a network of tourism organizations engaged in different activities ranging from the supply of different components of tourism products/services such as flights and accommodations to the distribution and marketing of the final tourism product at a specific tourism destination, and involves a wide range of participants in both the private and public sectors.”

In addition, Zhang et al. (2009) have proposed a general TSC structure within a destination (see Figure 3). This structure is considered relevant for this thesis because it acknowledges tourism sustainability and also includes second tier suppliers. The downstream end of the TSC depicts the tourist from the target market. The travel agents are the retail branches (shop and non-shop) which sell the products to consumers, dealing with both consumers on the one side and tour operators on the other side. Travel agents and tour operators can be the same or separate business entities. The tour operator has a significant influence over the TSC, and buys individual travel services (e.g. transport and accommodation) from suppliers (carriers and hotels) and assembles them into holiday packages, which are sold directly or through travel agents (Ujma, in Zhang et al., 2009). Often two tour operators are active in a TSC, an outbound tour operator on target the market and

Figure 3: A typical tourism supply chain within a destination



Source: Zhang et al., 2009, p. 353.

an inbound tour operator on the destination market. The first tier of the upstream end of a TSC includes the direct suppliers, directly supplying tourism services to intermediaries. Direct suppliers commonly include theme parks, hotels, bars and restaurants, transportation operators, and handicraft shops (Zhang et al., 2009). The second tier of the upstream end of a TSC includes the suppliers providing the direct suppliers with products and/or services. Another player in a TSC is the local government or business association facilitating public and private collaboration through policy intervention (Zhang et al., 2009). In addition, also non-business entities can be considered part of a TSC, such as the natural environment or scenery. Now that the characteristics of a tourism product, the tourism industry, and a typical TSC have been described, the next paragraph will focus on the SCM of a TSC.

2.4.2 Supply chain management in tourism

This paragraph will focus on SCM in the context of the tourism industry. Based on the tourism industry specific characteristics described above, Zhang et al. (2009) have identified some issues that are particularly relevant to tourism SCM. Therefore, it is useful to first discuss these issues briefly before focussing on SSCM in the context of the tourism industry.

One of the crucial parts of tourism SCM is demand management (Zhang et al., 2009). From a strategic point of view, some tourism investment decisions require a long-term financial commitment. Especially investments in destination infrastructure are heavily reliant on proper demand estimations, because the sunk cost can be very high if a project fails. In addition, government macroeconomic policies largely depend on the relative importance of individual sectors (Zhang et al., 2009). From an operational point of view, the majority of the TSC members (e.g. travel agents, tour operators, hotels) are directly driven by tourism demand. As a key determinant of business profitability, estimation of expected future demand is a very important element in all TSC planning and activities. Another important element of a TSC is the management of two-party relationships. As mentioned, generally two types of relationships can be distinguished in the supply chain: arm's-length exchange and embedded relationships. In addition, the power dependency between and among the players are important factors affecting these relationships. Because the TSC is a complex network involving a wide range of players, each with their own market structure, tourism organizations need to consider not only their own market structure but also that of others (Zhang et al., 2009). An important phenomenon in this regard is the dynamic

structure of the tourism industry which allows players to change business partners from time to time to maximize profitability and competitiveness. This is different from, for example, the manufacturing industry in which switching from suppliers is often more difficult due to the large investments in specialized manufacturing processes. Closely related to two-party relationships is supply management, which emphasizes the buyer-supplier relationship in a supply chain. With regard to supply management in tourism, the power asymmetry between tour operators and their suppliers (e.g. hotels and transport operators) is an important element, because a supplier's success is often dependent on their relationship with the tour operator. Also, supplier selection for specific services is crucial, because the tourism product is often viewed by the tourist as a seamless entity (Zhang et al., 2009). Therefore, supply performance can have direct financial and operational impacts on business. Another important element of tourism SCM is inventory management. The TSC can be categorized as a push system, as opposed to a pull system, in which tourism products are produced based on demand forecasting of tourist purchases. Because the tourism products are perishable and are produced well before the existence of demand, balancing supply and demand on the short term is very difficult. Product development in this regard is also crucial, aiming to satisfy customer needs at the right time with the right products (Zhang et al., 2009). It could smooth out the demand variations, improve product quality, and reduce the cost of production. Effectiveness relies on the joint effort of TSC members to understanding the customer needs, carefully analysing product components, and adapting products to suit constantly changing consumer tastes.

As mentioned, tourism is a coordination-intensive industry. Coordination is a crucial element in every supply chain, being the pattern of decision-making and communicating among a set of interrelated players to achieve certain goals (e.g. maximizing utilities or increasing profit) (Malone, in Zhang et al., 2009). Coordination can help to reduce redundant activities and repetitive efforts to achieve a sustainable and competitive supply chain. Supply chain coordination can take different forms, from full or partial integration of business processes to a contractual agreement between individual firms. This relates to the degree of embeddedness within a corporate hierarchical structure discussed earlier, ranging from full vertical integration of suppliers to regular market relationships. Some large European tour operators for example are highly vertically integrated with airlines, hotels, and other travel intermediaries. Because, as opposed to manufacturing supply chains, TSC members are heterogeneous organizations with often conflicting objectives, full vertical integration is an efficient way to achieve coordination. Though, it is often associated with high fixed costs and reduced flexibility with regard to meeting market changes (Gomez & Sinclair, Sinclair &

Stabler, in Zhang et al., 2009). The last issue identified with regard to SCM in tourism is information technology (IT). Since its emergence IT has played a major role in the tourism industry. With regard to business operations, developments like computer reservation systems (CRSs), global distribution systems (GDSs), the World Wide Web, and so on, have transformed the way in which tourism organizations operate (Bennet, Buhalis, Buhalis & Main, Connolly, Olsen & Moore, Emmer, Tauck, Wilkinson & Moore, Klein, Lu & Lu, O'Conner, Prideaux, in Zhang et al., 2009). In addition, IT can enhance the coordination of activities regionally, nationally and globally, and is found to be an effective means of promoting collaboration between and among supply chain members and increase supply chain efficiency. IT is, therefore, also particularly relevant with regard to managing sustainability in the tourism supply chain.

2.4.3 Sustainable supply chain management in tourism: A tour operator's perspective

This last part of the chapter will focus on SSCM from an outbound tour operator's perspective, with the aim of enhancing the sustainable development of its destinations. First, the role of an outbound tour operator in SSCM will be described briefly. And second, an overview will be given of relevant SSCM practices for tour operators based on a model for the implementation of sustainability in the tourism supply chain.

The tour operator's role in SSCM

Basically, the major role of a tour operator in the supply chain (SC) is the bulk purchase of tourism products (e.g. transport, accommodation, excursions), bundle them in one tourism package product, and distribution-sell these bundled products in a tour package for a lower price than if these products would be bought individually by a consumer (Sigala, 2008). The tour operator functions as an intermediary between the supply- and demand side of the TSC, which means it plays a crucial role in promoting, distributing products, and facilitating information sharing in the TSC. As mentioned in the previous paragraph, the success of suppliers in the TSC is often dependent on their relationship with the tour operator. Especially small- and medium-sized suppliers do not have the resources and competencies to promote and distribute their own products (Sigala, 2008). Another important factor determining the influence of a tour operator on the TSC is the level of vertical integration of different TSC components in its corporate structure. Research into the European market, for example, demonstrates significant dominance over tourist flows due to a high

level of industry consolidation by vertical integration of tour operators with travel agents, transport, accommodation, and other supporting businesses (Schwartz & Font, 2009). The sheer size of some, mainly Northern European, tour operator businesses with high levels of concentration and associated levels of market control has found to place destination businesses in a position of “conflict, coercion and dependency” (Bastakis, Buhalis, & Butler, in Schwartz & Font, 2009, p. 2). At the destination, tour operators can influence and promote the use of local products and companies, and impact economic development by influencing their distribution channels to distribute tourists to specific regions and local suppliers (Tepelus, in Sigala, 2008). Also, they can trigger and promote supplier action towards implementation and co-development of sustainable tourism practices by, for example, supplier selection based on the compliance with certain sustainability standards (Budeanu, TOI, in Sigala, 2008). Supplier dependency plays a crucial role here, because as discussed in the previous paragraph, the dynamic structure of the tourism industry allows suppliers to change business partners relatively easily. Besides the supplier side of the TSC, tour operators are also able to stimulate the demand side of the TSC (consumers) to act more sustainably. The local guides and representatives of a tour operator could “educate and make tourists aware about the environmental and socio-cultural sensitivities of a destination, the potential impact of their consumption, and preventative measures and behaviour they should adopt for avoiding negative impacts” (Sigala, 2008, p. 1590). Referring to the previous part of this chapter, generally the distant decision-making functions of tour operators have the potential to greatly impact the development of a community. They are able to influence the choice and behaviour of tourists, the strategies of SC members, and the development plans of destinations. The fact that tourists often experience the different components of a tour package as one seamless entity, means that tour operators have a strong incentive to influence, monitor, control and support sustainable quality development of all components to ensure overall tourist satisfaction (Sigala, 2008). Now that the potential of tour operators to increase the sustainable development of destinations has been discussed, the next paragraph will focus on realizing this potential through the implementation of SSCM practices.

The implementation of SSCM practices

Before discussing the implementation of SSCM practices, it is first relevant to note that SSCM represents only one area of sustainability management for tour operators. The other areas identified by the Tour Operator Initiative (TOI) are product management, internal management, communication with customers, and cooperation with destinations (TOI, in Schwartz & Font, 2009).

However, SSCM is central to sustainable development on a destination level, because sustainability claims related to tour package components directly depend on the product and service performance of destination suppliers (Schwartz & Font, 2009). Based on the literature of SC management and collaboration, Sigala (2008) has developed a model for the implementation of sustainability in the tourism supply chain and has demonstrated its applicability for tour operators. The model combines factors required for effective SC collaboration with critical success factors for the implementation of sustainability in the TSC. It can be used to identify and analyse the processes, roles, and practices of tour operators with regard to SSCM, and is argued particularly suitable for this thesis. First, an overview will be given of the critical success factors for SSCM implementation in tourism, and subsequently some significant factors enabling SC collaboration will be described.

In determining the critical success factors of SSCM implementation, a SCM model developed by Cigolini et al. (in Sigala, 2008) is used. The model distinguishes between two categories of SC actions: SC techniques and SC tools. SC techniques can be considered as “the main building blocks defining the SC’s main hard framework and control system, and shaping its configuration, management rules and performance” (Sigala, 2008, p. 1590). The configuration of the SC (warehouses, retailing system, etc.) can be considered elements of the main hard framework, whereas control systems are related to management (e.g. JIT). The main aim of SC techniques is the achievement of cross-functional activities and process alignment amongst SC members. Sigala (2008) considers SSCM as a SCM technique, with the aim of tourism SC players to integrate, coordinate and direct their SCM practices. The SC tools are “relation-specific assets or investments (e.g. an information system) enabling the implementation and support of one or more SC technique(s)” (Sigala, 2008, p. 1590). Cigolini et al. (in Sigala, 2008) identify three kinds of SC tools: information tools, coordination and control tools, and organizational tools.

Information tools are used to gather, analyse, transmit and share data (e.g. online connections and shared databases). Data sharing allows SC members to make use of shared information to quickly and efficiently adapt to market changes (Sigala, 2008). As mentioned in relation to tourism SCM, IT can play a major role in enhancing this. The importance of information sharing is also acknowledged in SSCM literature, and a lack of information sharing is regarded as one of the major barriers to SSCM implementation (Seuring & Müller, in Sigala, 2008).

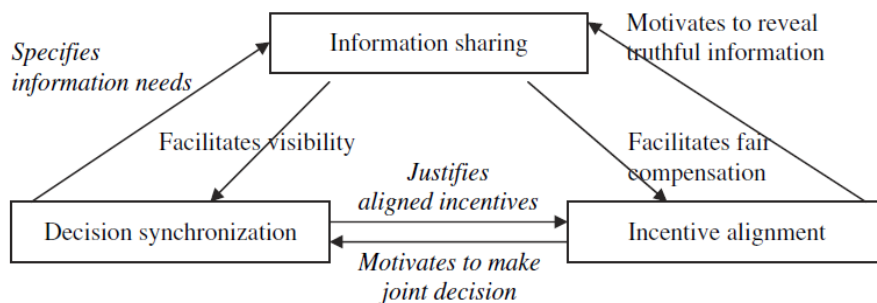
Coordination and control tools are used to monitor and influence decision-making processes by measuring certain performance metrics, both of the supply chain as a whole and of individual actors in the SC, and by reward setting for the achievement of certain results (Sigala, 2008). The importance of coordination in the TSC was already highlighted, being able to reduce redundant activities and repetitive efforts to achieve a sustainable and competitive SC, and the strong incentive for tour operators to influence, monitor and control all tour package components to ensure overall tourist satisfaction. A performance metric system is a necessity to ensure trustworthiness and accountability (Golbratt et al., in Sigala, 2008), both internally and external of the SC. This could be achieved by monitoring and communicating evaluation through reporting, and applying sanctions in case of below standard performance. With regard to sustainability, it is required to enhance performance metrics with socio-cultural and environmental criteria. According to Gunasekaran et al. and Brewer and Speh (in Sigala, 2008), the main issues with regard to performance management can be summarised as follows. First, they highlight the importance of information sharing, acquisition, and monitoring to overcome mistrust. Second, there is need for financial and non-financial SC wide metrics to be aligned with internal performance systems to prevent possible misunderstandings, conflicts and failure of targets. Third, because SC members may have different goals, commonly agreed standardized SC wide performance metrics are needed, based on which the performance of each SC entity is measured and improved. In determining these performance metrics SC members also need to co-agree on the SC stakeholder and customer whose values need to be linked to sustainable performance, and the link between sustainable socio-environmental metrics and economic performance metrics need to be made explicit and shown (Hervani et al., Seuring & Müller, in Sigala, 2008). Finally, an information system is needed to gather and disseminate information amongst all SC members.

Organizational tools are used to support cross-firm communication and coordination. Key organizational tools are “interface managers”, “...facilitating data transmission, supporting established processes, new project initiation and tight coordination” (Cigolini et al., in Sigala, 2008, p. 1592). The interface units should be cross-functional and at all managerial levels. With regard to the implementation of a green SC performance measurement system, Hervani et al. (in Sigala, 2008) identified three important organizational capabilities: organizational resources and capabilities (e.g. financial and knowledge resources, staff training, long term orientation in sustainability), organization innovativeness (i.e. firm’s previous commitment and track record of implementing advanced organizational practices), and organizational monitoring (methods for measuring,

analysing and monitoring performance in key dimensions). Also, inter-firm communication, training, and evaluation of purchasing and supplier staff are found to be important factors for achieving sustainability in the SC (Seuring & Müller, in Sigala, 2008). And lastly, the important of building, exploiting and using organization networks is highlighted, going beyond organizational boundaries to involve external stakeholders, to gain competencies and knowledge not existing in a single company (Greffen & Rothenberg, in Sigala, 2008).

In addition to the SC tools and related critical success factors described above, Sigala (2008) argues three SC enablers, identified by Simatupang and Sridharan (in Sigala, 2008), can be considered the major factors in SC collaboration: information sharing, decision synchronisation, and incentive alignment. Information sharing is about being able to see private data in partners' systems and monitor the progress of products as they pass SC stages, and has been mentioned in the previous section as a critical success factor. Decision synchronisation is the ability to orchestrate (operational, tactical and strategic) decisions at different managerial levels and time horizons, and amongst SC members for pursuing common SC goals. And incentive alignment refers to sharing the costs, benefits, and risks among SC members, motivating these members to act in a manner consistent with mutual strategic objectives. According to Sigala (2008), the SC enablers can be tailored to any relationships to gauge the level of collaboration, are useful for identifying gaps, and can be used for continues SC improvement. In addition, they correspond with the critical success factors for SSCM as described above. Sigala (2008) developed a framework to illustrate the interconnection between the SC enablers (see Figure 4). The framework will serve as a SC collaborative index for identifying and analysing the processes, roles and practices of a tour operator for achieving SSCM.

■ Figure 4: Enablers of SCM



Source: Sigala, 2008, p. 1593.

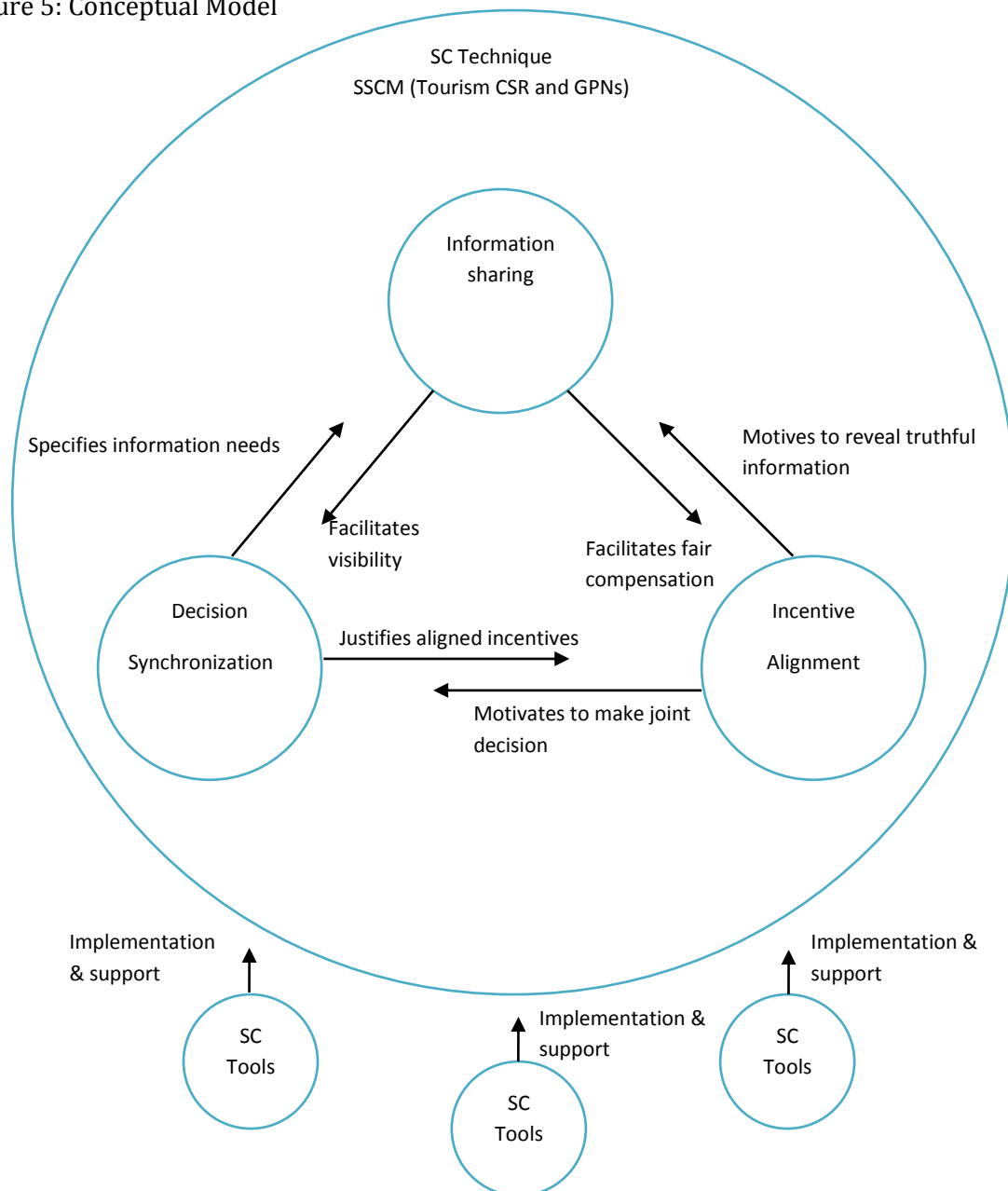
2.4.4 Conclusion

The global economic map has been transformed in extremely complex networks, or GPNs. Within these GPNs the role of TNCs is a significant one, as they have the power to coordinate and control activities by setting rules and conventions affecting its relationships both within and beyond their corporate boundaries. This means that the, often very distant, decision-making functions of larger firms can have a great impact on the development of communities. Therefore, this thesis will focus on the SSCM practices of an outbound tour operator, which is concerned with taking sustainability issues into consideration in coordinating and managing SC relationships to enhance the positive and mitigate the negative effects on the development of communities. In the tourism industry outbound tour operators are generally the lead firms, playing a focal role in the tourism SC. In determining the potential of an outbound tour operator to enhance the sustainability of its holiday destinations through SSCM practices, a few factors have been discussed that need to be taken into account. The most significant factor in this regard is the degree of coordination and power asymmetry between a tour operator and its suppliers, which is determined by the relationship between the two. This ranges from a full integration of the business processes of a supplier in the corporate hierarchical structure of a tour operator, to contractual relationships between a tour operator and individual suppliers. In both cases the tour operator is considered to be able to control and influence its suppliers to at least some degree. Although, on the one hand, the tourism industry can be characterized as a dynamic industry which allows suppliers to change business partners relatively easily, on the other hand, the industry is highly interdependent, in which a supplier's success often depends on their relationship with a tour operator. The size of a tour operator plays an important role in this regard. Depending on the degree of dominance, the tour operator can stimulate supplier action towards the implementation and co-development of sustainable tourism practices. Besides its supplier relationships, the tour operator can also influence their distribution channels to distribute tourist to certain destinations and local suppliers, and educate and make tourists aware of certain environmental and socio-cultural destination specific issues. Sigala's (2008) model for SSCM implementation will serve as an appropriate analytical framework for this thesis to analyse how and to what extent a tour operator utilizes the above-mentioned potential through SSCM practices, as the model provides both critical success factors for SSCM implementation and SC collaboration between a tour operator and its suppliers. The model is based on robust theoretical arguments, and its applicability has already been demonstrated with regard to analysing a tour operators' SSCM practices.

2.5 Conceptual model

Based on the conceptualisations described in the previous paragraphs a conceptual model has been developed (see Figure 5). The model illustrates the SC tools enabling the implementation and support of the SC technique, in which information sharing, decision synchronisation and incentive alignment are the enablers of SC collaboration, together aiming for the integration, coordination and directing of SSCM practices. SSCM as a SC technique consists of both the principles of tourism CSR and the complex networks, or GPNs, forming the framework in which the tour operator practices tourism CSR. The model will be used to gather and analyse findings with regard to the SSCM practices of a tour operator.

Figure 5: Conceptual Model



3. Methodology

3.1 Introduction

The purpose of this thesis is to investigate how, and to what extent, a large Dutch outbound tour operator contributes to enhancing the sustainability of its holiday destinations through SSCM practices. More specific, it aims to provide a comprehensive account of what sustainability related SC practices are being utilized, to what extent these practices cover the spectrum of CSR related issues, what has been achieved to enhance destination sustainability, and what, if any, challenges have emerged during the process. Note that the focus of this thesis is on the SSCM practices from a tour operator's perspective in contributing to destination sustainability, and not measuring the sustainability performance on a destination level. In conducting tourism CSR research, the theoretical framework provided some relevant considerations. First of all, because secondary sources are not always intended to present a full audit of CSR activities, there is a need to move away from the sole dependency on secondary sources (Coles et al., 2013). Second, in conducting tourism CSR research it is important to take a holistic approach towards CSR, acknowledging all its components (economic, social and environmental). Third, in researching stakeholder engagement it is important to include the views of those internal stakeholders responsible for enacting the CSR policies in everyday practice. And fourth, the researcher should not rely too heavily on reported speech to prevent simplifying stakeholder positions (Coles et al., 2013). While taking the above described considerations into account, an appropriate methodology for this thesis has been chosen, elaborated on in the following paragraphs.

3.2 Research strategy

A case study methodology was adopted in this thesis. The reason for selecting a case study methodology is that it can be used to gain a deep and comprehensive understanding of a research object as a whole (Verschuren & Doorewaard, 2007). Following Yin (in Baxter & Jack, 2008, p. 545), a case study design should be considered if: "(a) the focus of the study is to answer 'how' and 'why' questions; (b) you cannot manipulate the behaviour of those involved in the study; (c) you want to cover the contextual conditions because you believe they are relevant to the phenomenon under study; or (d) the boundaries are not clear between the phenomenon and context." The focus of this

thesis is to answer 'how' a tour operator contributes to enhancing destination sustainability through SSCM practices (a), in which the researcher is not able to manipulate the behaviour of those involved (b). Because of the strong contextual characteristics of CSR, with regard to the industry and context a business operates in, the contextual conditions are considered to be relevant to the phenomenon under study (c). In addition, because of a lack of empirical evidence it is unclear how these contextual conditions affect the phenomenon, meaning no clear boundaries can be defined beforehand (d). Because the aim is to provide a holistic and in-depth analysis of the object under study, while taking into account the extensiveness of the subject and the limited time available to the researcher, a single case study will be conducted. A disadvantage of a single case study is that the researcher is significantly limited to draw any generalizations based on the findings (Zainal, 2007). Also, it is important to use multiple data collection methods to enhance the data credibility (Patton, Yin, in Baxter & Jack, 2008). Qualitative research methods will be used because they enable studying complex phenomena within their contexts (Baxter & Jack, 2008). The type of case study will be descriptive, which, according to Yin (in Baxter & Jack, 2008), is an appropriate type of case study design to describe an intervention or phenomenon and the real-life context in which it occurred. With regard to a descriptive design, it is important to have a descriptive theory to support the description of the phenomenon (Zainal, 2007). The theoretical framework provided in the foregoing chapter will serve for this purpose.

Case selection

The conditions for the selection of a case for this thesis have largely been based on the research conducted by Van de Mosselaer et al. (2012) on Dutch outbound tour operators. Therefore, the aim was to select a case that represents a significant part of the Dutch travel industry, and is involved in the practices that, according to Van de Mosselaer et al. (2012), are the basis for the change from a more defensive mode of thinking on CSR to a more pro-active approach of tour operators. In other words, a large Dutch tour operator that can be considered a frontrunner with regard to sustainable tourism development. The case that has been selected, based on the above mentioned conditions, is the Dutch travel organization TUI Nederland. As a subsidiary of TUI Travel PLC, TUI Nederland is the largest tour operator in the Netherlands, operating under a number of different brands. TUI Nederland is well known for its efforts on sustainable tourism, and argued an appropriate case for the purpose of this thesis.

3.3 Data collection methods

When conducting a case study, there are some important considerations with regard to data collection. First of all, triangulation of data sources and data types is considered important to support the principle in case study research that the research object is viewed and explored from different angles (Baxter & Jack, 2008). Second, in addition to the latter it is important to compare the data collected from different data types to enhance the quality of the data based on the principles of idea convergence and the confirmation of findings (Knafl & Breitmayer, in Baxter & Jack, 2008). And third, novice researchers should plan for the opportunity to either have a prolonged or extreme exposure to the object of study within its context to allow for the establishment of rapport with participants, collection of multiple perspectives, and reduce the potential for social desirability responses in interviews (Krefting, in Baxter & Jack, 2008). With regard to the latter, the author was given an internship placement for one day a week at the Sustainable Tourism Department of TUI Nederland for a period of six months. During this period the author was asked to investigate to what extent the practices of TUI Nederland complied with the ISO 26000 standard guidelines. A case study report was written on the findings of this investigation, which can be considered the preliminary research stage for this thesis. It allowed for the author to have a prolonged exposure to the object under study, and gather secondary as well as primary data. Document analysis and interviews were the research methods used to collect this data.

Document analysis

Document analysis refers to the analysis of documents that contain information on the object under study (Bailey, in Mogalakwe, 2006). The main reason for choosing this method is that it allows the researcher to handle large amounts of data. Most of TUI Nederland's data on CSR related issues are documented in annual reports, policies, contracts, manuals, advertisements, and interdepartmental memos. This means that a large amount of documents had to be analysed in order to gather all the relevant data. The author was given access to TUI's intranet, the Sustainable Tourism Department's hard-drive, and was provided with any relevant additional documents upon request. This allowed the author to analyse published as well as unpublished documents, and even confidential documents. Initially, all the data was collected and categorized based on all issues of the ISO 26000 standard (see appendix A). Subsequently, this data was categorized, and when necessary

complemented with additional data, based on the conceptual model described in the foregoing chapter (figure 5). Disadvantages of a document analysis are that it does not capture the perception of individuals on CSR practices, documents may not always conform to reality, and there may be additional information that has not (yet) been documented. Therefore, the documentary data has been augmented by interviews.

Interviews

To complement and validate the data gathered from the document analysis a total of five interviews were held with key stakeholder involved in the sustainable tourism practices of TUI Nederland and the Dutch travel industry as a whole. Following Coles et al. (2013), the aim was to interview internal stakeholders responsible for enacting CSR in everyday practices, in addition to interviews with external stakeholders closely involved in the CSR practices of the object under study, TUI Nederland. Findings from the data analysis suggested that a significant part of TUI Nederland's contribution to sustainable tourism development was in joint effort with a number of organizations, all involved in The Accelerating Sustainable Tourism Initiative. The significance of this joint effort was also observed by Van de Mosselaer et al. (2012). Therefore, the author selected four people from different types of organizations who play a key role in this initiative. All the interviews held were semi-structured, allowing for the validation of findings from the document analysis and leaving room for two-way communication to gather additional data. All the interviews were recorded, transcribed and converged with the findings from the document analysis. Three interviews were conducted face-to-face, and two interviews were conducted over the telephone. The interviews differed in duration, from half an hour to an hour. The people interviewed are:

- Elise Allart, Sustainable Tourism Manager, TUI Nederland: Head of the Sustainable Tourism Department of TUI Nederland, and responsible for the coordination and implementation of sustainable tourism/CSR practices.
- Naut Kusters, Director, ECEAT-Projects: Supervising the management of the international certification scheme Travelife. The European Centre for Eco Agro Tourism Projects (ECEAT-Projects) is an NGO that supports sustainable tourism development.
- Gerben Hardeman, Project Manager Sustainable Tourism, ANVR: Responsible for the coordination, promotion, and support of sustainable tourism projects. The ANVR (The Netherlands Association of Travel Agents and Tour Operators) is the representative body of the Dutch travel industry.

- Saskia Pepping, Project manager, MVO Nederland: Responsible for the coordination, promotion, and support of sustainable tourism projects. MVO Nederland is an organization founded by the Dutch Ministry of Economic affairs, and is a national knowledge center and network organization for CSR.

Elise Allart was interviewed twice, in the preliminary research stage and in a later stage of this thesis. The questions in the first interview focused on the ISO 26000 standard issues, with regard to data that could not be found in documents and the clarification and validation of data that was found. The questions in the second interview focused on the role of TUI Nederland in The Accelerating Sustainable Tourism Initiative, the priorities for certain practices and projects, the use standards and certifications, what has been accomplished in contributing to destination sustainability, the barriers experienced, and the challenges for the future. With regard to the interviews with Gerben Hardeman and Saskia Pepping, the questions were fairly similar to the latter and focused on their role in The Accelerating Sustainable Tourism Initiative, the role of TUI Nederland in the initiative as well as in contributing to destination sustainability in general, the priorities for certain projects, the standards and certifications, barriers experienced, what has been accomplished in contributing to destination sustainability, and the challenges for the future. The questions in the interview with Naut Kusters focused mainly on the international certification scheme Travelife: its development, implementation, the support for the scheme, the differences with similar schemes, and the role of TUI Nederland in the promotion and implementation of the Travelife scheme. All in all, the interviews have provided a lot of relevant additional data and proved a valuable method to validate the findings from the document analysis.

3.4 Operationalization

Based on the conceptual model an operationalization framework is made with measurable variables for the case study (see Table 4). The variables have been derived from the theoretical insights on mainstream CSR and the critical success factors for SSCM and SC collaboration as described in the theoretical framework of this thesis.

■ Table 4: Operationalization framework

| Category | Definition | Method |
|--|---|---|
| Tourism CSR | <ul style="list-style-type: none"> - Being compatible with the sustainability of the society as a whole by addressing social, economic and environmental aspects in an integrated manner (ISO 26000 standard guidelines) | <ul style="list-style-type: none"> - Document analysis - Interviews |
| Business proposition for tourism CSR | <ul style="list-style-type: none"> - An organization’s mission, vision and strategy should be tourism CSR-oriented - Development of tourism CSR goals within the organizations mission, vision and strategy - Long-term orientation in sustainability (future oriented) | <ul style="list-style-type: none"> - Document analysis |
| Information gathering, sharing and reporting | <ul style="list-style-type: none"> - Cross-functional “interface managers” (or “change agents”) on all managerial levels - Top management support for developed sustainable tourism strategy - Communication of sustainable tourism mission, vision, activities to all employees - Training of employees on sustainable tourism - Education and awareness raising of tourists on environmental and socio-cultural sensitivities of a destination, the potential impact of their consumption, and preventative measures and behaviour they should adopt for avoiding negative impacts - Use of a performance metric system enhanced with socio-cultural and environmental criteria - Commonly agreed standardized SC wide performance metrics between SC members - Organizational monitoring (methods for measuring, analysing and monitoring performance in key dimensions) - Stakeholder are informed on the progress of an organization’s actual behaviour related to sustainable tourism through monitoring and reporting | <ul style="list-style-type: none"> - Document analysis - Interviews |

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| Decision synchronization | <ul style="list-style-type: none"> - Distinguishing between different types of stakeholders - Two-way communication process with relevant stakeholders - Management of relationships with stakeholders to find the right balance between the various demands, pursuing common goals - Stakeholder engagement as a protracted process of negotiation and appraisal for all parties - Building, exploiting and using organization networks to involve external stakeholders, to gain competencies and knowledge not existing in a single company - Inter-firm training and evaluation of supplier staff | <ul style="list-style-type: none"> - Document analysis - Interviews |
| Incentive alignment | <ul style="list-style-type: none"> - Sharing the costs, benefits, and risks among SC members - Reward setting for the achievement of certain results | <ul style="list-style-type: none"> - Document analysis - Interviews |

4. Tour operator sustainable SCM management: case study TUI Nederland

4.1 Introduction

This chapter aims to provide a detailed account of how TUI Nederland has integrated sustainability practices into their supply chain, what progression has been made on the process of stimulating their destinations to be more sustainable, and what challenges have emerged during this process. The chapter consists of two parts: the economic, social and environmental CSR related issues addressed by TUI Nederland in their supply chain based on the ISO 26000 standard guidelines, and an overview of TUI Nederland's sustainable tourism practices based on the model for SSCM implementation and SC collaboration as described in chapter 2 (see paragraph 2.4). First a brief introduction on TUI Nederland will follow.

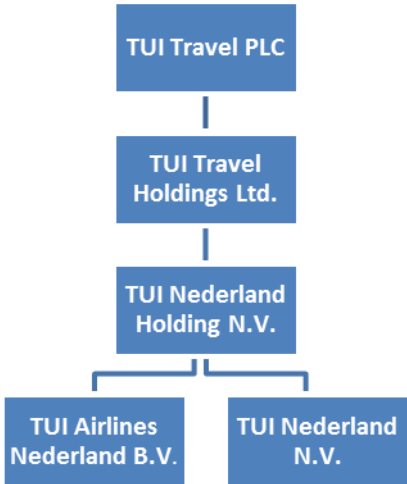
In the mid-90s the two largest Dutch travel and tourism organizations Holland International and Arke came under the control of the German concern TUI, which led to the creation of TUI Nederland in 1997 (TUI Nederland, 2012). Since its creation TUI Nederland has been the market leader in the Dutch travel industry. Because of the roots of Holland International, going back as far as 1876, TUI Nederland is the oldest travel and tourism concern in the Netherlands. In the passing years a number of significant travel and tourism organizations became part of TUI Nederland, notably the in 1922 founded company KRAS (now known as KRAS.NL) in 1999, and the brands Sunrise and KidsWorldClub, after a merger of the British travel firm First Choice with the German concern TUI AG in 2007 (TUI Nederland, 2012). Another significant addition to TUI Nederland was the founding of its own airline, ArkeFly, in 2005. This makes TUI Nederland the only tour operator in the Netherlands operating its own airline (TUI Nederland, n.d.). As of today, TUI Nederland operates the brands Holland International, Arke, ArkeFly, KRAS.NL, ROBINSON, Sunplugged, Sunrise, KidsWorldClub, Lastminute.nl, Goed Idee Reizen, Extravacanza and Wedding Unlimited. Each of these brands have their own character, from all-round tour operators such as Holland International to travel organizations specialized in weddings abroad, like Extravacanza and Wedding Unlimited.

In 2012 TUI Nederland employed around 2500 people, providing 1.5 million holidays and generating a gross turnover of 1.7 billion Euros (TUI Nederland, 2012). They are active on the following markets: tour operating, tourist retail and air travel. TUI Nederland sells their products

and services through a network of around two hundred travel agencies, of which sixty are franchise Holland International travel shops and the rest are fully owned Arke travel shops. Besides that, also direct sales through the various brand related websites have become significant distribution channels.

TUI Nederland is part of the international leisure-travel company TUI Travel PLC, which has been founded after the merger between the German company TUI AG and the British organization First Choice PLC in 2007 (TUI Nederland, 2012). The world of TUI is an umbrella term for the TUI group consisting of TUI Travel (Tour operating), TUI Hotels & Resorts (Hotels & Resorts) and TUI Cruises and Hapag-Lloyd Kreuzfahrten (Cruises). It is controlled by TUI AG, a former German industrial conglomerate under the name of Preussag. In 2006 TUI AG sold its last industrial holding, and after selling its majority shareholdings in container shipping business Hapag-Lloyd in 2009, TUI AG now only focuses on its core business of tourism (TUI AG, 2013). The main activities of TUI Nederland are incorporated in TUI Nederland Holding N.V. The holding company separates the airline division TUI Airlines Nederland B.V. from their other activities, incorporated in TUI Nederland N.V. (see Figure 6). Because of the scope of this thesis, aimed at tour operating, the case study will not include the sustainable SCM practices of TUI Airlines Nederland B.V.

Figure 6: Main activities TUI Nederland
(Source: TUI Nederland, 2011, p.7)



4.2 Addressing economic, social, and environmental CSR related issues in the supply chain

The first part of this chapter will analyse to what extent TUI Nederland addresses a minimum of relevant economic, social and environmental CSR related issues in their supply chain. To determine what are argued relevant issues the ISO 26000 standard will be used, which is a comprehensive international standard intended to assist organizations in contributing to sustainable development (ISO, 2010).

The ISO 26000 standard is a guide on social responsibility based on voluntary initiatives, not a certifiable standard, acknowledging spatial differences between developed and developing countries. It intends to not only provide guidance to corporations, but to all types of organizations regardless of size, industry or being profit or non-profit driven. The aim for ISO 26000 was to integrate international expertise on social responsibility concerning its meaning, issues an organization needs to address in order to operate socially responsible, and the best practise in implementing social responsibility. In July 2010 the ISO Working Group consisted of 450 participating experts, 210 observers from 99 ISO member countries, and 42 liaison organizations (ISO, 2010). The working group was represented by a geographical and gender-based balanced group of participants from industry, government, labour, consumer, and non-governmental related organizations.

The ISO 26000 standard functions as an umbrella for a myriad of definitions, simulating organizations to maintain a similar standard concerning social responsibility. It provides organizations with the tools to integrate social responsibility into their organization, not restricting them in the use and the ability to self-guide the application according to the organizations vision and the industry it operates in. The universal nature of the ISO 26000 standard means that it is not a simple checklist, it requires individual analyses of the organizational strategies, systems, practices and processes. Briefly stated, this means analysing the negative and positive impacts on the society and determining to what extent the organization is able to steer and influence the processes which induce these impacts. It requires a pragmatic long-term approach, signifying the need for an assessment of social responsibility to be embedded in the organizations decision-making process. A possible negative aspect of ISO 26000, according to Furusten (in Schwartz & Tilling, 2009), is that like with any other what he calls “popular management discourse” it will greatly influence local organizational discourse and language. This means that the appropriateness and legitimacy aspect

of possible interpretations of environmental and social issues are being institutionalised by a generic management approach, hindering the adoption of new insights concerning CSR (Schwartz & Tilling, 2009). Despite of these possible risks, ISO 26000 provides at least some common basic “rules of the game of business”. The ISO 26000 standard covers seven core subjects (ISO, 2010, p. 4): organizational governance, human rights, labour practices, the environment, fair operating practices, consumer issues, and community involvement. Besides the core subjects, the ISO 26000 defines seven overarching principles for effective governance, which is considered “the most crucial factor in enabling an organization to take responsibility for the impacts of its decisions and activities and to integrate social responsibility throughout the organization and its relationships” (ISO, 2010, p. 21). These principles are: accountability, transparency, ethical behaviour, respect for stakeholder interest, respect for the rule of law, respect for international norms of behaviour, and respect for human rights. All in all, the principles and core subjects aim to provide a holistic approach on social responsibility. Because currently no theoretically grounded framework exists aimed at CSR issues that should be addresses by tour operators in the tourism supply chain, the ISO 26000 is argued a useful tool to determine some minimum standards for tour operator SCM.

In determining the relevant CSR issues for SCM a selection was made of issues directly related to an organization’s relationships in the supply chain. More specifically, CSR related issues an organization should address according to the ISO 26000 with regard to suppliers beyond their corporate boundaries (in the external business network). In addition, the seven principles and all the issues of the core subject organizational governance have been included in the selection because they are a crucial factor in enabling an organization to take responsibility and to integrate social responsibility throughout its relationships, as described above. An overview of all the selected issues can be found in Table 5 (see Table 5), and is used to analyse to which extent a minimum of economic, social and environmental CSR related issues are addressed by TUI Nederland in their relationships with suppliers. A detailed overview of all the principles and core subjects of the ISO 26000 standard can be found in the appendices (see Appendix A).

Table 5: Selection of minimum CSR guidelines for SCM

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|-------------------------------------|--|
| Principles of social responsibility | <ul style="list-style-type: none"> - Accountability for activities and decisions - Transparency - Promote ethical behaviour - Respect for stakeholder interest - Respect for the rule of law - Respect for international norms of behaviour - Respect for human rights |
| Core subjects | |
| Organizational governance | <p>An organization's decision-making processes and structures should enable it to:</p> <ul style="list-style-type: none"> - develop strategies, objectives, and targets that reflect its commitment to social responsibility; - demonstrate leadership commitment and accountability; - create and nurture an environment and culture in which the principles of social responsibility are practiced; - create a system of economic and non-economic incentives related to performance on social responsibility; - use financial, natural and human resources efficiently; - balance the needs of the organization and its stakeholders, including immediate needs and those of future generations; - establish two-way communication processes with its stakeholders, identifying areas of agreement and disagreement and negotiating to resolve possible conflicts; - encourage effective participation of all levels of employees in the organization's social responsibility activities; - balance the level of authority, responsibility and capacity of people who make decisions on behalf of the organization; - keep track of the implementation of decisions to ensure that these decisions are followed in a socially responsible way and to determine accountability for the results of the organization's decisions and activities, either positive or negative; and periodically review and evaluate the governance processes of the organization; adjust processes according to the outcome of the reviews and communicate changes throughout the organization. |
| Human rights | <ul style="list-style-type: none"> - To respect human rights, organizations have a responsibility to exercise due diligence to identify, prevent and address actual or potential human rights impacts resulting from their activities or the activities of those with which they have relationships. - An organization should take care to ensure that it does not discriminate against employees, partners, customers, stakeholders, members and anyone else with whom it has any contact or on whom it can have an impact. It should also ensure that it is not contributing to discriminatory practices through the relationships connected to its activities. An organization should also contribute to redressing discrimination or the legacy of past discrimination, wherever practicable. |
| Labour practices | <p>An organization should:</p> <ul style="list-style-type: none"> - take steps to ensure that work is contracted or sub-contracted only to organizations that are legally recognized or are otherwise able and willing to assume the responsibilities of an employer and to provide decent working conditions. An organization should use only those labour intermediaries who are legally recognized and where other arrangements for the performance of work confer legal rights on those performing the work. Home workers should not be treated worse than other wage earners; |

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| | <ul style="list-style-type: none"> - not benefit from unfair, exploitative or abusive labour practices of its partners, suppliers or subcontractors, including home workers. An organization should make reasonable efforts to encourage organizations in its sphere of influence to follow responsible labour practices, recognizing that a high level of influence is likely to correspond to a high level of responsibility to exercise that influence. Depending upon the situation and influence, reasonable efforts could include: establishing contractual obligations on suppliers and subcontractors; making unannounced visits and inspections; and exercising due diligence in supervising contractors and intermediaries. Where suppliers and subcontractors are expected to comply with a code of labour practice, the code should be consistent with the Universal Declaration of Human Rights and the principles underlying applicable ILO labour standards. |
| The Environment | <p>To reduce vulnerability to climate change, an organization should:</p> <ul style="list-style-type: none"> - implement measures to respond to existing or anticipated impacts and within its sphere of influence, contribute to building capacity of stakeholders to adapt. |
| Fair operating practices | <p>To prevent corruption an organization should:</p> <ul style="list-style-type: none"> - work to oppose corruption by encouraging others with which the organization has operating relationships to adopt similar anti-corruption practices. - encourage its employees, partners, representatives and suppliers to report violations of the organization's policies and unethical and unfair treatment by adopting mechanisms that enable reporting and follow-up <p>To promote social responsibility in its value chain, an organization should:</p> <ul style="list-style-type: none"> - integrate ethical, social, environmental and gender equality criteria, and health and safety, in its purchasing, distribution and contracting policies and practices to improve consistency with social responsibility objectives; - encourage other organizations to adopt similar policies, without indulging in anti-competitive behaviour in so doing; - carry out appropriate due diligence and monitoring of the organizations with which it has relationships with a view to preventing compromise of the organization's commitments to social responsibility; - consider providing support to SMOs, including awareness raising on issues of social responsibility and best practice and additional assistance (for example, technical, capacity building or other resources) to meet socially responsible objectives; - actively participate in raising the awareness of organizations with which it has relationships about principles and issues of social responsibility; and - promote fair and practical treatment of the costs and benefits of implementing socially responsible practices throughout the value chain, including, where possible, enhancing the capacity of organizations in the value chain to meet socially responsible objectives. This includes adequate purchasing practices, such as ensuring that fair prices are paid and that there are adequate delivery times and stable contracts. |

Source: ISO, 2010, p. 10-51.

4.2.1 TUI Nederland's compliance with the principles of social responsibility

The first principle is concerned with the accountability for activities and decisions. With regard to accountability an organization should be accountable for its impacts on society, the economy and the environment (ISO 26000, 2010, p. 10). The degree of accountability depends on the amount or extent of authority. Being one of the largest industries, the tourism industry has a major impact on the economy, the society and the environment. As a part of the largest European travel organization, TUI Nederland acknowledges their significant role concerning the negative impacts of the industry (TUI Travel, 2012, TUI Nederland, 2012). According to TUI Nederland, the most significant negative consequences of uncontrolled mass tourism include air pollution, water shortages, loss of biodiversity, and the exploitation of children and animals. TUI Nederland has developed strategies and policies to address and mitigate these negative consequences. CSR and sustainable tourism are an integral part of the organizational structure, having a self-contained department addressing the negative and positive impacts concerning destinations, carbon dioxide, colleagues and customers. In doing so, they cooperate with different NGO's, governmental organizations, competitors, and the Dutch Association of Travel Agents and Tour Operators (ANVR).

The principle of transparency refers to an organizations being transparent in its decisions and activities that impact on society and the environment .This entails that organizations should disclose, in a clear, accurate and complete matter, the decisions and activities for which it is responsible, and known or likely impact on the society and environment. Although the information should be disclosed, it does not mean that it has to be publicly available (ISO 26000, 2010). Because TUI Travel is a listed company on the London Stock Exchange, TUI Nederland has no obligation to publicly share (financial) information in an annual report. TUI Nederland is annually audited by an accountants firm and this information is included in the annual report and accounts of TUI Travel. In recognition of its transparency TUI Travel has been listed in the FTSE4Good index (TUI Travel, 2012). This index is an initiative of the Financial Times Stock Exchange (FTSE) and has been designed to objectively measure the performance of companies that meet globally recognized corporate social responsibility standards (FTSE, n.d.). Concerning social responsibility reporting, TUI AG, TUI Travel and TUI Nederland each publish an annual sustainable development report. TUI AG is the industry leader in the Dow Jones Sustainability Index 2011/12, based on the scores in the categories climate strategy, risk and crisis management and stakeholder dialogue (TUI AG, 2012). TUI AG's Sustainability Development Report 2011/2012 is checked by the Global Reporting

Initiative (GRI), which is a non-profit organization that provides companies and organizations with a comprehensive sustainability framework promoting economic, environmental and social responsibility (GRI, n.d.). TUI Travel has also based their Sustainable Development Report 2011 on the GRI framework, although the report has not been checked by the GRI Reporting Services (TUI Travel, 2012). TUI Nederland does not base their sustainability reporting on the GRI guidelines, and the contents of the sustainable development report are not being verified by an independent external party. TUI Nederland achieved the forty-ninth place on De Transparantiebenchmark (The Transparency Benchmark) of the Dutch Ministry of Economic Affairs in 2013 (Ministerie van Economische Zaken, n.d.). This is a study of the qualitative and quantitative development of social reporting among the largest companies in the Netherlands, including nearly 500 companies.

The principle of ethical behaviour is about organizations behaving ethically based on values of honesty, equity and integrity. This implies a concern for people, animals and the environment. Also, an organization should commit to address the impact of activities and decisions on stakeholder's interest (ISO 26000, 2010). In promoting ethical behaviour it is important for an organization to identify and state its core values and principles. TUI Nederland's core values and principles are identical to those of the TUI Group, and are stated in the group's code of conduct and in a factsheet on the spirit, vision, strategy and values of the organization. The core values are: Customer Obsessed, Playing to Win, Value Driven and Responsible Leadership (TUI Travel, 2012). Customer Obsessed is explained as respecting the customers, maintain their loyalty and trust, anticipate their desires and do everything with them in mind. Playing to Win is being passionate about being the best and winning with integrity. This means seeking new ideas and trends to change the leisure-time markets for the better, and not being afraid to make brave decisions. Value Driven is about sharing an infectious entrepreneurial streak with a strong focus on the need for profitability. This entails predicting, translating and bringing to market new leisure-time products based on their genuine appeal to customers. And last but not least, Responsible Leadership states the group's commitment to sustainable development and to make a positive impact on society. This means leadership has to be earned, communicating open and easily, helping each other to develop and grow, celebrating local differences and actively contributing to a better world (TUI Travel, 2012). To uphold these values, the following principles are stated in the group's code of conduct (TUI AG, n.d., p. 4):

- Legality: Observance of the law and the recognized values of the respective cultural group is the top priority for us. TUI Expects employees as well as its business partners to comply with the law and uphold rights.
- Society and environment: We accept our social responsibility and are committed to maintaining a responsible approach to the environment and nature.
- Openness: We are open to unprejudiced and trusting cooperation with all employees, customers and suppliers. We support the freedom to unite for common purposes. We do not tolerate discrimination on the basis of nationality, gender, race, skin colour, disability, origin, religion, ideology, age or sexuality.
- Tolerance: We respect different views, the personal dignity, the private sphere and the personal rights of each individual.
- Innovation: We promote creativity and commitment of all employees at their workplace and are open to new ideas and solutions.

The values, principles and the code of conduct as a whole are promoted and observed by a compliance management system. This system brings together a variety of internal measures. A hazard analysis is regularly carried out to determine the contents of the internal Compliance Management System, enabling TUI to proceed in a risk-oriented and preventative manner (TUI AG, 2012). Compliance is regularly reviewed, further developed and communicated. Training measures are in place to strengthen the preventative approach. TUI Nederland and TUI Belgium share one compliance officer, who is responsible for monitoring, supporting and enforcing ethical behaviour within the organization (Personal communication, November 14, 2012). TUI Nederland communicates the standards of ethical behaviour internally by means of the group's code of conduct, a personnel guide and in e-learning modules. In addition, a compliance handbook for employees is in development (Personal communication, November 14, 2012). Reporting of unethical behaviour without fear of reprisal can be done using the "TUI SpeakUp Line". This independently managed reporting line is available for all employees of TUI Nederland. External communication of TUI Nederland's ethical standards towards suppliers and contractors is done by including a clause in an Agency Agreement (contract for travel suppliers) and in the Conditions of Purchase for suppliers (non-travel), and by means of a supplier code of conduct.

Respect for stakeholder interests is the fourth general principle of the ISO 26000 standard. It means that an organization should respect, consider and respond to the interests of its stakeholders. TUI AG has a long-standing open dialogue with their stakeholders. This open dialogue has led to a mutual understanding of key issues that shape the sustainability goals for the TUI group as whole. In their Sustainable Development Report TUI AG has drawn upon the identified fields of action and re-prioritized key issues (TUI AG, 2012). TUI Travel has identified and selected stakeholders based on their sustainability priorities Carbon, Destinations, Colleagues and Customers. As such, they are involved in collaborative partnerships, industrial initiatives and stand-alone projects. Some significant partnerships include Forum for the Future, Tour Operators Initiative, Global Sustainable Tourism Council, The Travel Foundation and The Code. TUI Travel was involved in the development of the Tourism 2023 initiative of the Forum for the Future, which explores different future scenario's for the tourism industry and describes a vision of the sustainable future the industry wants for itself (Forum for the Future, n.d.). Another initiative is the Carbon Disclosure Project, which is an independent non-profit organization stimulating companies to measure, disclose and decrease their greenhouse gas emissions, water use and to set out climate change strategies. In 2010 TUI Travel's mainstream businesses (including TUI Nederland) signed a code of conduct for the protection of children from sexual exploitation in the travel and tourism industry, called The Code. This is an initiative of End Child Prostitution And Trafficking (ECPAT), funded by the United Nations Children's Fund (UNICEF) and supported by the United Nations World Tourism Organization (UNWTO). Besides the stakeholder relationships of the TUI Travel, TUI Nederland has identified their own relevant stakeholders. These include: Plan Nederland, ECPAT Nederland, The International Fund for Animal Welfare (IFAW), the Dutch Association of Travel Agents and Tour Operators (ANVR), Sustainable Trade Initiative (IDH), Centre for the Promotion of Imports from developing countries (CBI), Corporate Social Responsibility Netherlands (MVO Nederland) and the Association for Sustainable Outbound Tourism (IDUT). To involve their customers and employees in sustainable tourism initiatives TUI Nederland has founded the TUI Care Foundation. On a destination level TUI Nederland organizes conferences for accommodation supplier in cooperation with the local tourism board, facilitating open dialogue (E. Allart, interview, 2013, September 12).

The fifth general principle is respect for the rule of law. It refers to the supremacy of law and, in particular, to the idea that no organization stands above the law. In the context of social responsibility it means that an organization complies with all applicable laws and regulations, that it should take steps to be aware of these laws and regulations, and to inform those within the

organization of their obligation to observe and implement adequate measures (ISO 26000, 2010). The group code of conduct of TUI states that the observance of the law is top priority, and that TUI expects employees as well as its business partners to comply with the law and uphold rights. Compliance with the code of conduct across the entire group is reviewed by a Compliance Management System. For TUI Nederland, in particular, the department of Legal Affairs is responsible for compliance with the legal requirements. It periodically checks compliance with new legislation and provides legal advice and guidance. TUI Nederland is also a member of the ANVR, which ensures travel organizations comply with commonly agreed guidelines for the Dutch travel industry. The membership also means that travel organizations accept the rulings of an independent Travel Disputes Committee. Within the organization, TUI Nederland informs their employees of the legal obligations and requirements by means of the group's code of conduct, e-learning modules, a personnel guide, and department specific policies. The personnel guide also informs employees of the sanctions that are in place when an employee does not comply with the legal obligations and requirements. To enforce TUI Nederland's suppliers to comply with the intended and applicable legal framework, a corporate social responsibility clause has been added to the Conditions of Purchase, which states that TUI Nederland does not tolerate products that have been produced, transported or delivered in violation of locally applicable laws (TUI Nederland, 2010). Concerning travel agencies and accommodations TUI Nederland requires in their Agency Agreement that "the Agent undertakes to comply with all local, national and international laws and regulations applicable to its business and with the rules and codes of conduct of any trade association of which it is a member within the country of operation" (TUI Nederland, n.d., p. 14).

The general principle respect for international norms of behaviour is closely related to respect for the rule of law. It is about organizations respecting international norms of behaviour while adhering to the rule of law. These international norms of behaviour should be respected as a minimum in jurisdictions where the law, or its implementation, does not provide for adequate environmental and social safeguards. As for TUI Nederland, the group code of conduct states that TUI adopts the fundamental values of the UN Global Compact Initiative, although they are not a member. Also, TUI has signed up to the UNWTO Global Code of Ethics, which makes reference to the Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights, the International Covenant on Civil and Political Rights and the conventions and recommendations of the International Labour Organization (ILO). With regard to TUI Nederland, the Dutch law provides adequate social and environmental safeguards, and does not conflict with

international norms of behaviour. With regard to TUI Nederland's relationships and activities in other jurisdictions, the Agency Agreement requires the agent to comply with international norms of behaviour, such as the Child Protection Code against sexual abuse or exploitation of children, the UN Convention on the Rights of the Child, and international norms of behaviour regarding excursions, wildlife, diving, and porter protection. In addition to the contractual obligations, TUI's supplier code of conduct expects suppliers to adhere to international norms of behaviour with regard to bribery and corruption and child labour.

The seventh, and last, general principle is respect for human rights. As described, TUI adopts the principles of the UN Global Compact Initiative in their group code of conduct, of which the first and second principle state that "businesses should support and respect the protection of internationally proclaimed human rights, and make sure that they are not complicit in human rights abuses" (UN Global Compact, n.d.). TUI also signed up to the UNWTO Global Code of Ethics for tourism, which refers specifically to the Universal Declaration of Human Rights (UNWTO, n.d.).

4.2.2 TUI Nederland's compliance with the core subjects of CSR

The core subject organizational governance is concerned with an organization's decision-making processes and structures conducive to social responsibility by promoting the general principles described in the previous paragraph (ISO 26000, 2010). TUI Nederland's decision-making processes and structures enable it to develop strategies, objectives and targets that reflect its commitment to social responsibility. A self-contained sustainable tourism department acts as the knowledge centre, offers support and is responsible for the implementation of social responsibility activities. By integrating social responsibility into the organizational structure, from the mother company down to TUI Nederland, an environment and company culture is created and nurtured in which social responsibility can be practiced. The group's code of conduct, the annual reports and accounts, the sustainable development reports, and a long-term sustainability plan demonstrate leadership commitment, accountability, and a commitment to the efficient use of financial, natural and human resources. In a two-way communication process between the organization and its stakeholder's areas of agreement and disagreement are identified. Participation of all levels of employees in social responsibility activities is stimulated by TUI Nederland's sustainability department, focusing mainly on sustainability issues, and by the groups Compliance organization, communicating the values and regulations and anchoring them in the corporate culture (TUI AG,

2012). Besides an incentive system called Green Smiles4U, stimulating the sales of green certified accommodations by travel agents, TUI Nederland does not have any other incentive systems to stimulate and increase the social responsibility performance of its employees. Also, social responsibility is not a specified task in the job description of employees, except for the employees working in the sustainable tourism department. And lastly, with regard to organizational governance, TUI Nederland's decision-making processes and structure should enable it to periodically review and evaluate the governance processes, adjust processes according to the outcomes of these reviews, and communicate changes throughout the organization. Governance reports and changes are published in TUI Travel's annual report and accounts in compliance with relevant provisions of the UK Corporate Governance Code ("the Code"). This Corporate Governance Code sets out standards of good practice in relation to board leadership and effectiveness, remuneration, accountability and relations with shareholders (FRC, n.d.).

The second core subject of the ISO 26000 standard is human rights. In addition to the principle respect for human rights, this core subject is concerned with the basic rights organizations should uphold. With regard to human rights, organizations should have a due diligence process appropriate to the organizations size and circumstances. One of the components of the due diligence process is a human rights policy, which gives guidance to those within the organization and those closely related to the organization. Currently, TUI Nederland does not have a human rights policy to provide this guidance, but TUI Travel is working on a group-wide human rights policy which is expected to be instated in the year 2013 (Personal Communication, November 8, 2012). Although TUI Nederland does not operate in any high human rights risk situations directly, they do have a very extensive network of suppliers in countries which could pose a certain risk related to human rights abuse. On a group level TUI has a risk management process which identifies operational risks such as political instability and compliance issues. After risk identification, risk description and risk assessment, mitigating actions are taken and progress is reviewed on both a group and sector level. To prevent not contributing to discriminatory practices through its supplier relations, TUI Nederland has included a clause in their Conditions of Purchase and guidelines in the supplier code of conduct. In the Agency Agreement TUI Nederland does not specifically prohibit discriminatory practices, although it does urge the agent to support the UN Global Compact.

The third core subject is concerned with labour practices. Labour practices are an important core subject related to social responsibility, and the creation of work is among an organization's most

important social and economic contributions (ISO 26000, 2010). With regard to its relations, an organization should take steps to influence their partners, suppliers and other contractors to uphold certain labour standards. TUI Nederland has included a clause in their Agency Agreement and the Conditions of Purchase for suppliers to encourage responsible labour practices. The Agency Agreement requires the agent to comply with local employment legislation and paying employees at least a living wage or wage equal to the national legal minimum wage (TUI Nederland, n.d.). Though, it does not state that this local employment legislation should be consistent with the Universal Declaration of Human Rights and the principles underlying applicable ILO standards. In addition, it states that “if persons under the age of 17 are employed they are afforded full protection in accordance with the UN Convention on the Rights of the Child and local legislation, and are provided with favourable working times and conditions of work specifically designed to protect them” (TUI Nederland, n.d., p. 61). TUI’s supplier code of conduct provides guidelines on working conditions with regard to the general rights of workers, prohibition of forced and involuntary labour, child labour, child protection from sexual exploitation, anti-discrimination, and working times and remuneration (TUI Travel, 2013). TUI Nederland does not make announced or unannounced visits or inspections to ensure their suppliers comply with responsible labour practices (E. Allart, 2012, interview, November 15).

The fourth core subject is about the environment and social responsibility. An organization should contribute to capacity building of stakeholders to adapt to climate change within its sphere of influence. In building capacity of stakeholders TUI Nederland focusses on accommodations. As mentioned, they organize conferences at holiday destinations in cooperation with the local tourism board, in which all accommodations in the area (contracted or not contacted by TUI Nederland) are invited to participate (E. Allart, interview, 2013, September 12). During these conferences TUI Nederland presents their sustainability policy and practices, and stimulates accommodations to implement a sustainability policy. They recommend and provide information on the Travelife Sustainability System (hereafter Travelife) as a tool that can assist accommodations in implementing a sustainability policy. Currently, TUI Nederland does not provide individual accommodations assistance with addressing sustainability issues. The conferences are organized at holiday destinations that are most significant for TUI Nederland with regard to the number of tourists visiting, and at holiday destinations they wish to expand their business (E. Allart, interview, 2013, September 12).

The last core subject is on fair operating practices and is concerned with the ethical conduct of organizations in dealing with all their relationships. Organizations should encourage those with which they have operating relationships to adopt anti-corruption practices. In TUI's supplier code of conduct suppliers are encouraged to comply with international and national regulations and provisions with regard to corruption, and not to engage in corruption, extortion or fraud in any form (TUI Travel, 2013). Currently, TUI Nederland does not have any specific mechanism in place for suppliers that allows for reporting and follow-up of violations of the organization's policies and unethical and unfair treatment. The core subject fair operating practices also refers to the promotion of social responsibility in the supply chain specifically. Most of the measures with regard to promoting social responsibility in the supply chain have already been described in relation to the other core subjects and principles of CSR. Therefore, only a brief recapitulation of these measures will be given. TUI Nederland has included clauses with regard to social responsibility in their Conditions of Purchase and Agency Agreements. These clauses cover, inter alia, ethical, social, environmental, gender equality (discrimination), and health and safety criteria. In addition, TUI's supplier code of conduct provides guidelines on anti-corruption, working conditions, health and safety, environmental and the community, and information security. TUI Nederland does not monitor supplier compliance with the social responsibility clauses in the contractual agreements or with the guidelines in the supplier code of conduct. With regard to awareness raising and support on social responsibility issues, TUI Nederland participates in several joint initiatives and organizes conferences for accommodation suppliers at holiday destinations.

4.3 TUI's social responsibility and sustainable tourism policy

This paragraph will describe the organizational structure and strategy of TUI's commitment to CSR and sustainable tourism. TUI AG and TUI Travel have both developed an interconnected strategy for CSR and sustainable tourism, within which TUI Nederland has set its own priorities and targets. As such, TUI Nederland is also responsible for the development of policies and practices to meet these targets. Therefore, it is argued relevant to first describe the overarching organizational structure and strategy of TUI AG and TUI Travel to understand the organizational context in which TUI Nederland has developed its own sustainable tourism policies and practices.

“TUI’s understanding of sustainable development is to achieve a long-term permanent balance between economic, ecological, social and cultural requirements. We are committed to cooperation and open dialogue between all our stakeholders in anything we do. We are committed to responsible and transparent corporate management geared to the long-term success of the enterprise.”

(TUI AG, 2012, p. 6)

The quote above is from TUI AG’s Sustainable Development Report 2011/2012. TUI understands sustainability to be a fundamental management principle in order to increase the value of the company. It believes understanding social and ecological responsibility is an important part of its own sustainability in the future. Furthermore, they state that this is not a mere lip service, but that it is rather a part of their corporate culture. The driving factor behind these commitments is not altruism, but they believe that intelligent entrepreneurial action can also create social benefits. Combining products and services with social care and ecological reason is what TUI calls combining values with values (TUI AG, 2012). The epicentre for the pursuance of this ideology is TUI AG’s Corporate Responsibility (CR) Council, which is coordinated by the Environmental Management/Sustainable Development department. The CR council, together with the sustainability departments and coordinators from the business sectors TUI Travel, TUI Hotels & Resorts and Cruises, are responsible for promoting the integration of the strategic goals and a sustainability strategy in the business processes (see Figure 7). The sustainability departments of the business sectors, in particular, are responsible for identifying trends and necessary actions, ensuring internal and external transparency, measuring progress and supporting technical departments in applying related tasks (TUI AG, 2012).

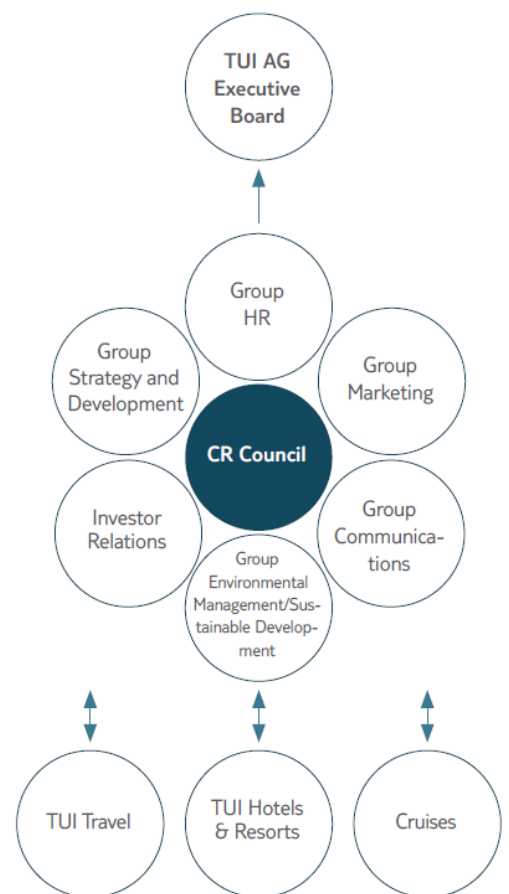


Figure 7: Corporate Responsibility Council (Source: TUI AG, 2012)

TUI bases its sustainability strategy on the key factors that could affect their business areas, and the resulting opportunities and risks. Their sustainability management is stated to be built upon the

observance of human rights, respect for values held by other cultures, fair competition and avoidance of corruption. In addition, intelligent use of resources, such as the environment, culture, landscape and natural resources, is part of the fundamentals of their sustainability management. TUI acknowledges they are an integral element of a sustainable, networked economy of a specific region. Related issues of local working conditions, autonomous cultural dynamism and preserving natural habitats are embraced on the basis of partnership-driven approaches and in dialogue with relevant stakeholders. The relationship with stakeholders is based on long-standing open dialogue, and is used to understand their expectations and requirements. Different means of interaction are used to maintain this relationship (see Figure 8). TUI's goal, related to the sustainability strategy, is to secure their competitiveness in the long run, avoid risk and seize opportunities, promote the potential of their employees, intensify cooperation with public stakeholder groups and enhance the efficiency of the natural resources used at their locations and in their tourism destinations (TUI AG, 2012).

Figure 8: TUI stakeholder groups and means of interaction
 (Source: TUI AG, 2012)



In May 2011 TUI carried out a large scale online survey in which all relevant stakeholders participated. The goal of the survey was to assess the relevance of economic, social and ecological issues for TUI, and the intensity in which TUI had already addressed these issues. Results showed that climate protection, compliance management and protection of children from sexual abuse were considered most relevant. Other issues considered highly relevant were: safety and crisis management, corporate governance, engagement in the holiday destinations, and landscape and buildings (TUI AG, 2012). For most of the highly relevant issues TUI's response was also considered high, except for climate protection and engagement in holiday destinations. In recognition of the fact that many of today's sustainability challenges have to be assessed and evaluated on a local level, TUI supports the development of independent strategic sustainability priorities of its shareholdings. Ninety per cent of the TUI Groups shareholdings have already formulated their own sustainability strategy (TUI AG, 2012). Because of its relevance, only the sustainability management of TUI Travel will now be described. TUI Hotels & Resorts and TUI Cruises will be excluded because they have no significant influence on the SSCM practices of TUI Nederland.

TUI Travel

The Group Sustainability Development Department represents TUI Travel in TUI's CR council, and is responsible for driving the change that should turn TUI Travel in a more sustainable company. In addition, its role is to forge leadership in TUI Travel's four Sectors: Mainstream, Accommodation & Destinations, Specialist & Activity, and Emerging Markets. Each of these sectors has a sustainability coordinator or team with the task of developing and implementing the sustainable development strategy. The Sector coordinators appoint "champions" within each of the TUI travel businesses, creating a network of business level sustainability representatives. These businesses are encouraged to determine their own relevant priorities and targets, along the lines of the Group and Sector sustainability strategy (TUI Travel, 2012).

The strategic direction and long-term development objectives for sustainable development is set by TUI Travel's Group Management Board, which acts as a Steering Committee (TUI Travel, 2012). TUI Travel has set four main goals for the year 2015, closely related to the SR priorities set by the CR Council (TUI Travel, n.d., p. 5):

Carbon

- We will operate Europe's most fuel-efficient airlines and save more than 20,000 tons of carbon from our ground operations
(We will measure this through TUI Travel airlines' average carbon emission per revenue passenger kilometre (CO₂/RPK) and CO₂ saved from our major premises, retail outlets, brochure paper production, differentiated hotels and fleets of vehicles (against 2011 baseline))

Destinations

- We will deliver 10 million 'greener and fairer' holidays
(We will measure this by the number of customers we take to hotels with credible sustainability certifications from 2012-2014)

Colleagues

- Our colleagues will rate TUI Travel as a leader in sustainability
(We will measure this through the leadership Voice survey and Your Voice global opinion survey results – aiming to meet High Performing Company scores for responsibility towards the environment and community)

Customers

- Customers will regard TUI Travel as a leader in delivering more sustainable holidays
(We will measure this by our performance in consumer research in our key source markets)

Related to these main goals TUI Travel made a total of twenty measurable commitments (see Table 6). Because these commitments are group-wide, they are also considered relevant for TUI Nederland.

Table 6: TUI Travel's 20 commitments

(Source: TUI Travel, n.d.)

Destinations

- We will feature over 3,000 hotels certified as more sustainable
- All differentiated hotels will have a credible sustainability certification
- 50% of differentiated hotels will have an environmental management standard
- Our differentiated hotels will achieve an average 24kWh and 400 litres for energy and water consumption per person per night (reducing out relative energy consumption by 10% and relative water consumption by 20%)
- We will invest in projects which drive environmental and socio-economic improvements in key destinations and replicate them elsewhere
- TUI Travel will demonstrate responsible leadership by influencing the sustainable management of tourist destinations

Carbon Management

- TUI Travel's airlines' per passenger carbon emission will reduce by 6% (baseline 2008)
- We will trail sustainable biofuel on flights and explorer a long term sustainable biofuels strategy
- We will recycle cabin waste generated on-board 50% of TUI Travel airline flights
- TUI Travel airlines will be ISO 14001 certified (an international environmental management standard)
- We will reduce CO₂ from our major premises retail shops and brochures production by 10% (baseline 2011)
- We will make measureable environmental improvements to our ground transport operation

Our Colleagues

- We will deliver sustainability training to new colleagues, customer facing colleagues and management development programmes
- We will launch a sustainability communications campaign across the Group
- Our colleagues will dedicate 100,000 hours to volunteering

Our Customers

- We will drive product and process innovations through sustainability
- We will engage five million holidaymakers in sustainable tourism
- We will reach all customers with improved sustainability communications
- We will promote greener and fairer holidays to customers online

4.3.1 TUI Nederland's sustainable tourism policy

While developed within the strategic sustainability framework of TUI AG and TUI Travel, TUI Nederland pursues its own sustainability policy, targets and actions. These are based on its business strategy, main activities and core subjects affecting the company. The sustainable tourism policy is built upon seven pillars: Sustainable tourism management, Fly green, Sell green, Share green, Be green, Be good, and Buy green (TUI Nederland, 2012). In the year 2013 these pillars will be replaced with the terms used by TUI Travel (Destinations, Carbon Management, Our Colleagues and Our Customers). The strategic priorities of the sustainable tourism policy will remain the same (E. Allart, interview, 2012, November 15). The pillar sustainable tourism management is concerned with the organizational governance of sustainable tourism, and is aimed at further embedding sustainable tourism within the organization. The pillar Fly green focusses on the airline ArkeFly, and is concerned with the reduction of fuel consumption and the sustainability of other flight related products and services. Sell green, hence the name, focusses on providing sustainability information in the customer sales process by stimulating customers to make a sustainable holiday choice, informing them on responsible behaviour at their holiday destination and stimulating them to report possible abuses at their holiday destination upon returning home. The pillar Share green emphasizes the importance of creating support for the cooperation with international and national organizations in the field of CSR and sustainable tourism. It is focusses on sharing knowledge, joint projects at destinations, customer awareness campaigns and the support of charitable organizations and projects. Be green aims at setting an example for others concerning the use of sustainable energy and products. The internal environmental policy for TUI Nederland's head offices and travel shops focuses on themes related to purchasing, water, waste energy, paper, mobility and construction. Be good focuses on TUI Nederland as an employer. It aims for the company to become an "employer of choice", which means successfully attracting and retaining talent on the basis of overall working conditions. To achieve this TUI Nederland strives to create a respectful, safe, healthy and stimulating working atmosphere (TUI Nederland, 2012). And last but not least, the pillar Buy green is aimed at stimulating TUI Nederland's suppliers to operate more sustainable, and focuses on the first- and second line suppliers. Based on each of the above described pillars, action plans and measurable annual targets are formulated. Both the latter are published in an annual sustainable tourism report, also reporting on the achievement of the targets. For the long term, TUI Nederland has formulated their ambitions for the year 2015 in a sustainable tourism plan (see Table 7).

Embedding (We will integrate sustainable tourism into the entire organization)

1. We will be open and transparent about our activities concerning corporate social responsibility towards colleagues and other stakeholders.
2. We will achieve the following sustainability labels: Travelife Certified, Fair Trade Tourism South Africa, the Self-declaration ISO 26000, ISO 14001 for the airline and ANVR-Sustainable Tourism Management for the tour operators and travel agents.

Destinations (We will invest in the sustainable development of the holiday supply chain and holiday destinations)

3. The hotel chains ROBINSON, Magic Life, Sensatori, SplashWorld, Couples, Sensimar, AQL, Family and Puravida will have a sustainability label and a recognised environmental management standard.
4. We will increase the supply of environmentally friendly transport by always offering bus and/or train to the Benelux, West-Germany and the North of France. We will expand bus and train transport for wintersports holidays and round trips.
5. At every holiday destination we will have at least one environmentally friendly activity or special excursion that has a visible positive contribution to local people, animals and/or nature in the destination. Also, all excursions and activities will fulfill sustainability guidelines.
6. We will maintain our sustainability leadership role in the Dutch tourism industry for the further sustaining of the industry and for the sustainable development of the holiday destinations.
7. We will launch the TUI Care Foundation to make it possible for customers and colleagues to contribute to the sustainable development of holiday destinations.

Carbon (We will reduce our carbon footprint, both within our airline and our offices)

8. We will reduce the carbon emissions of our airline by 12 percent per revenue passenger kilometre between 2008 and 2015 through fleet renewal, weight reduction and improvement of flight procedures.
9. We will explore a long-term strategy for sustainable biofuel for our airline in cooperation with TUI Travel airlines and partners.
10. We will improve the catering onboard our aircraft with responsible products, the use of environmentally friendly packaging and the increase of waste recycling.
11. We will reduce the carbon footprint of our headquarters and stores by 20 percent between 2011 and 2015. This is equal to 1,700 tonnes of CO₂.
12. In all company canteens we will have a catering assortment of at least 50 percent responsible products, which are made with extra care for people, animals and nature.

Customers (We will make sustainable holidays accessible by offering relevant and easy to find information)

13. We will recognise consumers with an interest in responsible tourism, so that they receive quality information about sustainable holidays and they can easily find a suitable holiday.
14. We will involve our customers in responsible tourism by informing and advising them about sustainable tourism issues (with a focus on destinations).

Colleagues (We will be the most attractive employer in the Dutch travel industry)

15. Our colleagues will agree that we have a respectful, safe, healthy, stimulating and challenging working environment.
16. We will provide sustainable tourism training to our colleagues at the destinations, at the airline and in our stores and offices.
17. We will cooperate actively with tourism training institutions and coordinating bodies to optimise and improve education programmes and knowledge of sustainable tourism.
18. We will facilitate and stimulate voluntary work for our colleagues within the frameworks of the TUI Care Foundation.

4.4 Information gathering and sharing-reporting

The previous paragraph described the general framework of TUI Nederland's sustainable tourism policy, based on which actions plans and targets are formulated. This initial establishment and commitment to a sustainable tourism policy is a prerequisite for effective information gathering, sharing and reporting (Sigala, 2008), which are all considered crucial processes in SSCM. This paragraph will elaborate on TUI Nederland's sustainable tourism policy in relation to how information is gathered, shared and reported.

4.4.1 Information communication and coordination

The integration of sustainable tourism in TUI Nederland's organizational structure dates back to the year 1998 (TUI Nederland, 2012). As described in the second paragraph of this chapter, TUI Nederland has a Sustainable Tourism Department to coordinate and manage all its CSR and sustainable tourism activities. It is responsible for knowledge gathering on sustainability and the development, formulation, and realization of the sustainable tourism policy. Besides the Sustainable Tourism Department, a Sustainable Tourism Team is responsible for the integration of sustainable tourism activities within the organization. The team consists of fourteen members, both managers and line employees from different departments, and is chaired by the Chief Executive Officer of TUI Nederland. TUI Nederland's travel agencies have their own steering group for sustainable tourism and report to the Sustainable Tourism Team. The Sustainable Tourism Department reports directly to the Chief Executive Officer (CEO), and the Board of Directors bears the overall responsibility for the sustainable tourism policy, the strategy and the targets. E-learning modules have been developed to train travel shop-, destination-, office- and customer service employees on sustainable tourism. In addition, Travelife has provided training courses to product department employees. Employees are informed on TUI Nederland's sustainable tourism activities using various media platforms (e.g. employee magazine, mailings, intranet). TUI Nederland informs their customers on sustainable tourism during the holiday process. This is communicated in the brochures, by the travel agencies, on the booking websites and by the customer contact centre (TUI Nederland, 2012). Along with their travel documents consumers receive sustainable tourism advice, and on arrival at the destination they receive a booklet with additional information on destination specific sustainable tourism issues. This includes information on bad souvenirs, child

protecting, sustainable resource use, waste disposal, animal welfare, stimulating the local economy and respecting the country of destination and its population (TUI Nederland, n.d.).

TUI Nederland's extent of supplier responsibility

TUI Nederland has a very complex and extensive supply chain, working with thousands of suppliers of transport, excursions and accommodation in over seventy-five countries (TUI Nederland, n.d.). They do not directly operate or own any of these suppliers, although some hotel chains are part of the TUI Group. As mentioned, in their SSCM practices TUI Nederland focusses on the first- and second line suppliers. TUI Nederland considers supplier with whom they have a contractual agreement a first line supplier. These suppliers are mostly the incoming agents, who in turn have a contractual agreement with the accommodation supplier, excursion- or transportation provider (second line supplier). TUI Contracting Western Europe, which is a separate, centralized contracting division for the Netherlands, Belgium and France, is also considered a first line supplier. In some cases TUI Nederland has a contractual agreement directly with the accommodation supplier, excursion- or transportation provider, in those cases they only focus on the first line suppliers in their SSCM practices. In other words, the (third line) suppliers providing products and services to the accommodation supplier, excursion- or transportation providers are considered to be beyond TUI Nederland's responsibility (e.g. laundry services, food and beverage wholesalers, energy suppliers). "You have no control at all (over third line suppliers), and if you really can't monitor them you shouldn't take the responsibility. That is impossible" (freely translated, E. Allart, interview, 2012, November 15).

4.4.2 Performance metrics: development and use

TUI Nederland uses different performance metrics to enhance the sustainability practices of its suppliers. In this case, the term "metric" is used to indicate all types of standards, codes and measures related to non-financial performance. Some of these performance metrics have already been discussed in paragraph 4.2. Therefore, they will only be mentioned briefly in relation to this paragraph.

With regard to all its suppliers, TUI has developed and uses a supplier code of conduct that gives guidance on anti-corruption, working conditions, health and safety, the environment, the

community, and information security. It serves as minimum of voluntary standards, in addition to contractually enforced requirements in an Agency Agreement. The Agency Agreement consists of requirements for incoming agents, accommodation suppliers, transport providers and excursion providers. A sustainable tourism addendum in the Agency Agreement sets guidelines that need to be adhered with regard to sustainable tourism. This means that, with regard to accommodation suppliers, transport providers and excursion providers, the requirements are generally indirectly enforced through contractual relations with the incoming agent. In addition, TUI Nederland enhances the sustainability of their supply chain by increasing the percentage of sustainable suppliers and destinations in their inventory based on internally developed criteria or sustainability standards. Internally developed criteria are used to increase the supply of excursions that positively contribute to sustainable development, and to forbid and remove excursions from their inventory that do not meet these criteria (e.g. elephant riding, animal hunting, jet skiing). They also use internally developed criteria with regard to transportation to and from holiday destinations, and focus on increasing the supply of environmental friendlier modes of transport (e.g. touring cars and trains) to and from destinations within Western-Europe, and reducing the environmental impact of the airline ArkeFly. Third-party airlines are not included in TUI Nederland's SSCM practices. For winter sports destinations TUI Nederland has developed a label called Sneeuwster (Snowflake), which is used to identify and increase the number of environmental friendly and car-free winter sports destinations in their inventory. With regard to their other suppliers and destinations, TUI Nederland works with sustainability standards. They increase the percentage of sustainability certified (certified) suppliers and destinations in their inventory, and stimulate non-certified suppliers to get certified. TUI Nederland works with sustainability standards for accommodation suppliers, incoming agents, holiday destinations, and holiday packages.

Currently, only accommodation suppliers are actively stimulated by TUI Nederland to get certified. In doing so, they promote the use of the Travelife system. TUI Nederland considers an accommodation supplier sustainable if it has been certified by Travelife and/or a different GSTC-recognized certification system, or uses an internationally recognized environmental management system (e.g. ISO 14001, Green Key) (TUI Nederland, n.d.). The Global Sustainable Tourism Council (GSTC) is an international body which serves to, inter alia, promote the adoption of universal sustainable tourism principles by means of international standard setting (GSTC, n.d.). In the year 2012 TUI Nederland had 424 certified accommodations of in total 8000 accommodations in their

inventory, which amounted to 8.7 per cent of their customers staying in a certified accommodation (TUI Nederland, 2012). They aim to have increased the number of certified accommodations in their inventory to one thousand in the year 2015.

The Travelife certification system

Travelife is an independent European sustainability organization to promote sustainable practices within the travel and tourism industry. It has been founded in cooperation with the Association of British Travel Agents (ABTA) and the ANVR, with the support of Leeds Metropolitan University (UK), Lund University (Sweden), and ECEAT-Projects, a Dutch NGO promoting sustainability in tourism (Travelife, n.d.). Travelife offers two separate, but interrelated, sustainability systems; one for travel companies and the other for accommodations. The Travelife management requirements are stated to comply with the ISO 14001 and EMAS III management standards, and to include the performance requirements of the ISO 26000 and OECD CSR guidelines. The goal of Travelife is to contribute to the sustainable development and environmental and cultural protection of holiday destinations. A unique character of Travelife is that aims to acknowledge the central role of tour operators and travel agents in the tourism supply chain. It emphasizes on the position between suppliers and buyers in enabling them to influence consumer demand, procurement policies and development of destinations. This means that besides stimulating change in a business, it aims to involve the entire tourism supply chain (Travelife, n.d.). For accommodations an international certification scheme has been developed to provide an affordable system that helps accommodations to improve their sustainability practices concerning environmental and social issues. The certification scheme consists of 99 sustainability criteria (Travelife, n.d.). Accommodations are provided with a management system tool consisting of six steps: engagement, baseline assessment, policy statement, action plan and implementation, and communication (Travelife, n.d.). After a by Travelife conducted audit accommodations can be awarded with the bronze, silver or gold award. These awards are valid for a period of two years. Upon compliance with the Travelife criteria for tour operators and travel agencies, the travel company can achieve the "Travelife Partner" or "Travelife Certified" status. Both Travelife for accommodations and for tour operators and travel agents have been recognized by the GSTC. This means that the system includes the minimum elements to ensure sustainability as defined by the GSTC, although it does not ensure that the certification process is reliable according to GSTC standards. This requires Travelife to be GSTC-approved.

TUI Nederland has embraced Travelife as their primary system to monitor sustainability criteria for accommodations and incoming agents, and was first major tour operator in the world to receive the Travelife Certified status offered by Secretary-General Taleb Rifai of the UNWTO (TUI Nederland, 2013). According to Naut Kusters, director of ECEAT-Projects, TUI Nederland is currently only one of the few positive exceptions with regard to actively supporting Travelife and allowing independent auditing of their sustainability policy (N. Kusters, interview, 2013, September 9). TUI Nederland assisted Travelife with developing the sustainability criteria for accommodations, and will test an online system that has been developed to monitor incoming agents. In addition, they stimulate accommodations to get certified by Travelife at the conferences they organize for accommodations and offer a free of charge Travelife self-check, which is a baseline measurement of the Travelife criteria. In the year 2012 TUI Nederland organized conferences on the islands Aruba, Bonaire and Curacao (TUI Nederland, n.d.). Other means of promotion are a website developed by TUI (www.tuigreen.com) about Travelife, referring in sales talks and negotiations, sending information packages to the best-selling accommodations, and sending digital mailings to all accommodations. Besides two presentations TUI Nederland provided in Tanzania and Thailand, no activities are organized for incoming agents due to the early stages of implementation of the Travelife system for these suppliers.

Destination and holiday package certification systems

Besides Travelife for accommodations and incoming agents, TUI Nederland aims to increase the number of certified destinations and holiday packages in their inventory. With regard to the latter, they have been audited by Fair Trade Tourism South Africa (FTTSA), which allows TUI Nederland to sell Fair Trade certified holiday packages in South Africa. The FTTSA has developed the first Fair Trade certification system, and certifies a wide variety of accommodation suppliers and excursion providers across South Africa (FTTSA, n.d.). Currently, TUI Nederland has developed and offers one FTTSA holiday package with Fair Trade certified suppliers. With regard to increasing the number of certified holiday destinations, TUI Nederland uses the Quality Coast certification system and the Blue Flag certification system. Quality Coast is currently the largest international certification system for sustainable tourism destinations, and certifies coastal towns, resorts and islands (Quality Coast, n.d.). The Blue Flag certification system works towards the sustainable development of beaches and marinas, and certifies both the later based on criteria dealing with water quality,

environmental education and information, environmental management, safety, and other services (Blue Flag, n.d.).

4.4.3 Performance monitoring process: data collection, reporting and use

TUI Nederland's Sustainable Tourism Department is responsible for data collection and reporting with regard to SSCM related practices. Internally, TUI Nederland has developed a qualitative measurement system which is used to have the members of the Sustainable Tourism Team report on the progress of their departments with regard to the annual targets in the sustainable tourism policy. Externally, TUI Nederland does not actively monitor the compliance of their suppliers with the sustainable tourism requirements in the Agency Agreement due to the vast number of supplier relations and the resources that would be required for such a process. The Agency Agreement contractually enforces suppliers to report any compliance issues, but as mentioned, TUI Nederland does not have a mechanism in place for suppliers that allows for reporting and follow-up of violations of the organization's policies. For customers, TUI Nederland has developed a customer service procedure to act on complaints of sustainable tourism related misconduct customers have encountered during their holiday. Based on these complaints the Sustainable Tourism Department has developed a blacklist, takes action if a supplier relation is involved, and informs an appropriate partner organization (e.g. ECPAT, IFAW) (TUI Nederland, n.d.). In addition, TUI Nederland uses the sustainability standards as an indicator of which suppliers are in compliance with their sustainable tourism requirements.

When the Sustainable Tourism Department receives the product list with all the tour packages that will be sold, they compare this list with all their approved sustainability standards to identify which of their suppliers and holiday destinations are certified (E. Allart, interview, 2012, November 15). In addition, based on the internally developed criteria they determine which excursions contribute to sustainable development, and what winter sports destinations comply with TUI Nederland's Sneeuwster label. This data is then used to measure the progress on the annual targets with regard to increasing the percentage of sustainable suppliers in their inventory. All the data, both internal and external, is reported to the Sustainable Tourism Team and used to formulate new annual targets. The data is also reported annually to TUI Travel for use in their annual reports and for benchmarks and ratings (TUI Nederland, 2012). With regard to external reporting, TUI Nederland

uses the data for their annual sustainable tourism report and for their website on sustainable tourism. The data on certified accommodations is also communicated to costumers in the travel brochures and on the booking websites.

Currently, no data is collected on the progress of individual suppliers with regard to the implementation of sustainability measures or on their sustainability performance. In the year 2013, TUI Nederland will start using an online management tool developed by Travelife, which allows them evaluate and compare the sustainability performance of individual accommodation suppliers participating in the Travelife system. In addition, TUI Nederland will test and provide feedback on a new system developed by Travelife to have incoming agents report on twenty issues with regard to their sustainable tourism practices (E. Allart, interview, 2013, September 12).

Barriers and Challenges

TUI Nederland does not look at the sustainable development of destinations on an individual basis. A destination level strategy is considered impossible because of the vast number of destinations in their inventory, and the resources that would be involved in implementing such a strategy (E. Allart, interview, 2012, November 15). The same applies for actively assisting and/or monitoring their individual external suppliers on sustainability issues. Therefore, TUI Nederland works with the sustainability standards described above. As mentioned, TUI Nederland actively stimulates accommodations to get certified. The reasons for TUI Nederland to focus on accommodation suppliers is the significant progress on sustainable development of destinations they expect can be achieved and because of the level of influence they believe to exert over accommodations. The level of influence is considered fairly high, though it largely depends on the amount of business TUI Nederland generates for a certain accommodation. To invigorate the willingness of accommodation to participate in the conferences organized by TUI Nederland, they are also invited on behalf of the other (larger) European TUI's and the incoming agents (E. Allart, interview, 2013, September 12). The results of TUI Nederland's efforts to stimulate accommodations to get certified is experienced to differ greatly between destinations, even within the same country. For example, in destinations where sustainability is already a more widely supported topic due to awareness raising of organizations and/or the local government, accommodation are more likely to apply for certification. In other destinations, where sustainability is not yet a widely supported issue, accommodations are more reluctant to get certified. Closely related to this is the feedback TUI

Nederland receives from accommodations, arguing that measures like separating waste for recycling is useless if the local government does not have measures in place to separately collect and recycle waste. Therefore, a destination certification system is argued needed to stimulate local governments to have these measures in place (E. Allart, interview, 2013, September 12). Quality Coast is such a destination certification system, but they currently only focus on coastal towns. Another problem experienced by TUI Nederland is the fact that hundreds of different sustainability standards for accommodations exist. Many of the accommodations already work with other, often national, sustainability certification systems. If these systems are not recognized by an organization like the GSTC, TUI Nederland is unable to easily verify if it is a good system or not. Therefore, the growth of the GSTC, as an overruling body creating a database of recognized and approved sustainability standards, is considered a much needed development moving forward (E. Allart, interview, 2013, September 12).

The level of influence TUI Nederland can exert on incoming agents is considered to be low. The main reason for this is TUI Nederland's size, being relatively too small to be able to significantly pressure incoming agents (E. Allart, interview, 2013, September 12). Incoming agents are considered "the missing link" with regard to enhancing destination sustainability, and a strategy is in development to increasingly involve them in TUI Nederland's SSCM practices. Besides a low level of influence, the fact that there is no certification system specifically for incoming agents that allows for independent external auditing is also considered to be a problem. "...You can't audit the agent, or you have to audit him yourself. But we always use certification systems, because otherwise they say: TUI audits TUI" (freely translated, E. Allart, interview, 2013, September 12). As mentioned, Travelife for incoming agents is currently in development, but the system needs to be tested first. After the test phase TUI Nederland will decide if they want to continue with using the system.

4.5 Decision synchronization, technical and organizational support amongst different tourism suppliers and stakeholders

This paragraph will focus on decision synchronization amongst different tourism suppliers and stakeholders in pursuing common goals related to sustainable tourism. It is concerned with the alignment of strategic objectives, policies and metrics (operational decisions), synchronizing mutual improvements (tactical decisions), and synchronizing planning and execution (Sigala,

2008). Besides its internal policies and practices, TUI Nederland acknowledges sustainable tourism is a multi-stakeholder issue by cooperating with different tourism suppliers and stakeholders. The most significant initiative is the collaboration with private and public organizations in The Accelerating Sustainable Tourism Initiative (TASTI).

The Accelerating Sustainable Tourism Initiative

TASTI is a comprehensive collaborative program which aims to mainstream sustainable tourism in the Dutch tourism industry and to enhance sustainable tourism development in six countries. The program is facilitated by the IDH (Sustainable Trade Initiative) and developed and implemented by the ANVR, MVO Nederland (CSR Netherlands), ECEAT-Projects, CBI (Centre for the Promotion of Imports from developing countries), IDUT (Association for Sustainable Outbound Tourism), Travelife, the University of Wageningen, ANWB (The Royal Dutch Touring Club), and ten Dutch outbound tour operators. The fact that large competing tour operators, such as TUI Nederland, KUONI and Thomas Cook, have joint forces to work on sustainable tourism is something which, according to Hardeman, is often considered unthinkable by colleagues in other countries (G. Hardeman, interview, 2013, September 9). He believes it is a combination of factors that make this collaboration possible: the close proximity to one another, a low level of hierarchy (approachability), and the Dutch government supporting and facilitating such collaboration.

The program consists of various projects, wherein each organization fulfils its own role, all working towards a commonly agreed goal. The ANVR and MVO Nederland have developed a project plan called Vision of the Future of Tourism 2025, in which short- and long-term objectives are formulated with regard to enhancing sustainability in the tourism industry. It serves as a guideline for the projects within TASTI, but also serves as a long-term objective for the Dutch tourism industry as whole. In addition, the ANVR and MVO Nederland are responsible for increasing the support for sustainable tourism in the Dutch tourism industry by involving all tour operators (S. Pepping, interview, 2013, September 10). This is done by organizing conferences and workshops on sustainable tourism related issues for all the DTO-coordinators (sustainable tourism business coordinators). As a member of the ANVR, every tour operator is obliged to have a DTO-coordinator who is responsible for the integration and implementation of a sustainable tourism policy. In addition, the ANVR has developed a set of minimum requirements with regard to sustainable tourism this policy has to comply with. Although all DTO-coordinators are invited to the

conferences and workshops, it is often the same group of tour operators, the ten partners of TASTI, who currently participate (S. Pepping, interview, 2013, September 10). One of these tour operators is TUI Nederland. They play a significant role in initiating new projects on sustainable tourism issues and by sharing knowledge on best-practices. "...for example, we are now working on animals and tourism. That is a new issue for us, but TUI has already developed a road map...and TUI gives that to us" (Freely translated, G. Hardeman, interview, 2013, September 9). According to Pepping, TUI Nederland can be considered the frontrunner in sustainable tourism by setting itself high standards, and as a result they are also influential in setting the standard for others in the Dutch tourism industry (S. Pepping, interview, 2013, September 10).

In addition to the projects aimed at the Dutch tourism industry, the partners of TASTI also work on promoting sustainable tourism practices and providing training on sustainable tourism to tourism suppliers in six countries: Brazil, Egypt, Kenya, Tanzania, Thailand, and Turkey. The selection of these countries is the result of a negotiation between the tour operators and the IDH (S. Pepping, interview, 2013, September 10). The Dutch Ministry of Foreign Affairs subsidizes the program through IDH, and based on their criteria the program had to involve developing countries on different continents. On the other hand, the tour operators wanted to involve countries to which they send a large percentage of their tourists. This is why, for example, also Egypt and Turkey are included. The main goal of the program is to certify accommodation suppliers using Travelife, in which the objective is to certify 15 per cent of the accommodations in the six countries by 2015 (IDH, n.d.). The reasons for focussing on the accommodation suppliers are the same as mentioned in relation to TUI Nederland, the level of influence the tour operators exert over accommodation suppliers and the impact these suppliers have on the sustainable development of holiday destinations. Within the program, the tour operators stimulate their top selling accommodation suppliers to get Travelife certified, Travelife works on further developing the system and aims to increase industry attention for the system, and the CBI provides training courses to incoming agents. As the program progressed, the partners of TASTI realised the key role of the incoming agents in the supply chain, mainly with regard to influencing excursion- and transport providers to work on sustainable tourism issues (S. Pepping, interview, 2013, September 10). Because the incoming agent usually has the contractual agreement with the accommodation supplier, as well as with the excursion- and transport provider, according to Hardeman, it would have made more sense to have first focussed on the incoming agents in the program (G. Hardeman, interview, 2013, September 9). Besides the training courses already provided to incoming agents by the CBI, TASTI

now aims to develop more projects focussed on incoming agents. Though, additional funding would be needed to realise these ambitions.

Achieving the program's main goal, of certifying accommodation with Travelife, is experienced to be more difficult than initially thought. First of all, the fact that so far only the Netherlands and the UK have embraced and are promoting Travelife as their preferred certification system is not persuasive enough for some accommodation suppliers to join Travelife (S. Pepping, interview, 2013, September 10). And second, as also mentioned in relation to TUI Nederland, many accommodation suppliers have already been certified by a national certification system. These certification systems might focus more on country- or destination specific sustainability issues than the international Travelife criteria. Therefore, Hardeman believes that combining the two certification systems would be the best solution, but because the national certification systems are afraid they will be trampled underfoot by Travelife they refuse to collaborate (G. Hardeman, interview, 2013, September 9). This leaves accommodation suppliers with the decision of which certification system to choose, assuming that a membership of both systems is not feasible.

Child sex tourism in the North-East of Brazil

A collective "NO" to child sex tourism in the North-East of Brazil is another significant project in which TUI Nederland collaborates with ECPAT Nederland, Plan Nederland and the Nationale Postcode Loterij (Dutch Zip Code Lottery). It aims to reduce commercial sexual exploitation amongst girls and boys in the tourism industry in the North-East of Brazil through joint action of the tourism industry, civil society organizations and government bodies (Plan Nederland, 2012). One of the strategies is to influence policy makers, both in the Netherlands as well as in Brazil, on implementing a zero tolerance policy regarding sexual exploitation of children and youth. A Regional Pact was created in Brazil to engage travel and tourism-related agencies by having them sign a code of conduct for protecting children and youth from sexual abuse and trafficking in the State of Pernambuco. Also, the agencies have their staff participating in training workshop on how to raise awareness regarding sexual exploitation. The local municipalities involved have created an action plan to address sexual tourism and exploitation of children and youth on local schools. Besides creating awareness, 550 youth have received vocational training and are offered internships in the tourism and gastronomy sector.

In the Netherlands ECPAT Nederland visited several tourism organizations in order to motivate them in taking measures to protect children from sexual exploitation in the tourism sector, and persuaded them to sign a code of conduct. In several meetings the role of tour operators and hotels in protecting children was discussed. In collaboration with Plan Nederland, TUI Nederland, ECPAT Nederland, ANVR, the Dutch Ministry of Justice and the KLPD (national police force) an awareness campaign at three Schiphol airports was launched. The goal was the raise awareness for the 'zero tolerance' policy of the Dutch government, as well as stimulating travelers to report suspicious behaviour of Dutch tourists. TUI Nederland advertises the project in magazines, destinations information and travel catalogues. In cooperation with ECPAT they have also created several e-learning tools for travel agents with information on child sex tourism and child protection. Thanks to the extensive network of TUI Nederland, Plan Nederland was also able to become partners in the KMar (Royal Netherlands Military Constabulary)-campaign against the sexual exploitation of children (Plan Nederland, 2012).

Other sustainable tourism related stakeholder activities

Besides the projects described above, TUI Nederland is also involved in a number of other activities to share knowledge or create awareness on sustainable tourism. These activities include (TUI Nederland, 2012, p. 24-25):

- An awareness campaign with the World Society for the Protection of Animals (WSPA) to prevent cruelty to elephants at holiday destinations
- Providing guest lectures on sustainable tourism at the Wageningen University
- TUI Care Foundation: Sponsorship and donations to several projects and charities at holiday destinations
- Member of IDUT, a national network of organizations on the sustainable development of outbound tourism
- Member of the ANVR-sustainable tourism business (DTO) steering committee.

4.6 Incentive alignment

Incentive alignment is considered important to motivate SC members to attain sustainable tourism goals, financial or non-financial. Therefore, this last paragraph of the chapter is concerned with the

incentives TUI Nederland offers to motivate their suppliers to act in a manner mutual to TUI Nederland's strategic objectives with regard to SSCM

As mentioned in paragraph 4.2, TUI Nederland has an incentive scheme called Green Smiles4U, which is an initiative based on a Holland International loyalty program called Smiles4U. Travel agents will receive "Green Smiles4U" if they book a sustainable accommodation through a TUI Nederland brand. The travel agents can donate their awarded "Green Smiles4U", which represent an amount of money, to one of three charitable projects selected by TUI Nederland. The Green Smiles4U incentive system only applies to Holland International, which are franchise travel shops and -independent agents (TUI Nederland, n.d.). In addition, TUI Nederland has a sustainable tourism policy for travel agents, which is aimed actively informing customers on sustainable holiday possibilities (TUI Nederland, 2012). The policy is mandatory for TUI Nederland's wholly-owned travel shops and serves as an advice for franchisees. Both the Green Smiles4U incentive system and the sustainable tourism policy for travel agents aim to stimulate the sales of sustainable accommodations by travel agents, and thereby they also function as an incentive for accommodations to consider operating in a more sustainable way. Another incentive for certified accommodations is the fact that they are highlighted in the travel brochures and on the booking websites of TUI Nederland's brands. In the travel brochures certified accommodation are highlighted with a green tree icon, and on the booking websites they have been categorized under "Verantwoord Reizen" (Responsible Travel) and information on sustainability certification has been included in the description of accommodations. In addition, on the booking websites sustainable tourism has been added to the review criteria of accommodation by tourists. Tourists are able grade an accommodation on a scale of 1 to 10 for "Respect voor mens en natuur" (Respect for people and nature). With regard to Travelife in particular, Hardeman argues that the free Travelife self-check allows the accommodation supplier to gain insight into what cost-saving measures ("quick-wins") can be implemented with regard to the reduction of energy consumption (G. Hardeman, interview, 2013, September 9). Travelife provides accommodation with tools and tips to implement these measures. And last but not least, the fact that TUI Nederland increases the percentage of sustainable excursion- and accommodation suppliers, and removes certain excursions from their inventory, is another incentive to motivate these suppliers to work on sustainable tourism issues. Although sustainability standards are not yet a mandatory requirement for contracting, TUI Nederland informs accommodation suppliers that it will most likely be the case in the future (E. Allart, interview, 2013, September 12).

5. Conclusion

5.1 Introduction

In this chapter an answer will be provided to the main research question. The objective of this thesis was to gain more insight into how outbound tour operators can practically integrate tourism CSR practices into their supply chain, aimed at enhancing the sustainability of their holiday destinations. Based on this objective the following main research question was formulated:

How, and to what extent, does a large Dutch outbound tour operator contribute to enhance the sustainability of their holiday destinations through supply chain management practices?

To enable the author to answer the main research question the relevant literature was explored in the theoretical framework (chapter 2), which formed the analytical framework used to analyse the SSCM practices of the case under study, TUI Nederland. The conclusion of this analysis, answering the main research question, will be drawn in the next paragraph. The chapter will conclude by discussing the research limitations and by giving future research suggestions.

5.2 Conclusion: the SSCM practices of TUI Nederland

A crucial factor that enables an organization to effectively integrate tourism CSR throughout its relationships in the supply chain is an organization's own commitment to social responsibility. As a part of the TUI group, TUI Nederland's commitment to social responsibility is, to a large extent, based on the overarching framework of the group. The group's commitment to social responsibility is formulated in its mission and vision, and a strategy has been developed which reflects this commitment to social responsibility. Based on the vision, mission and strategy the group has developed CSR-oriented long-term goals and measurable objectives related to these goals. Interrelated to the group's strategic framework for social responsibility, TUI Nederland has developed its own strategy and objectives in alignment with their business strategy, main activities and the core subjects affecting the company. They have formulated a number of long-term CSR-oriented goals related to the strategic priorities, demonstrating a long-term orientation on social

responsibility. For the short-term, measurable annual targets are formulated aimed at achieving these long-term goals.

With regard to transparency, on a group level TUI annually reports on its financial as well as its non-financial activities. Besides an annual reports and accounts, TUI reports on its social responsibility activities in annual sustainable development reports. TUI AG's sustainable development reporting is being assessed by the GRI, but TUI Travel only bases its sustainability reporting on the GRI guidelines without the assessment of its contents. TUI Nederland's annual sustainable development report is not based on the GRI guidelines, and its contents are not being assessed by an independent external party. To promote ethical behaviour within the organization, TUI has clearly formulated their values and the principles to uphold these values. These principles are stated in a group-wide code of conduct and are promoted and observed by a compliance management system. Unethical behaviour, or other compliance issues, can be reported by employees without fear of reprisal using an independently managed reporting line. The ethical standards are also communicated to TUI Nederland's suppliers. However, TUI Nederland does not have a mechanism in place for suppliers that enables reporting and follow-up of ethical or other compliance issues. On a group level, TUI's respect for stakeholder interest is evident from the various collaborative partnerships, industrial initiatives and stand-alone projects. Based on their strategy for sustainability, TUI has selected its relevant stakeholders for a long standing open dialogue to determine the sustainability goals for the TUI group as a whole. TUI Nederland has also identified its relevant stakeholders, who are also involved in shaping TUI Nederland's sustainability goals. However, besides accommodations, destination suppliers do not seem to be involved in this process. With regard to respect for the rule of law, TUI has stated in its group code of conduct that observance of the law is top priority. TUI Nederland's compliance with the law is regularly evaluated by the Department of Legal Affairs and employees are informed on the legal obligations and regulations. TUI Nederland also enforces all its suppliers in their contracts to work within the intended and applicable legal framework. With regard to places where the law does not provide for adequate social and environmental safeguards, the TUI group respects international norms of behaviour. The group has adopted and signed up to several international codes, and TUI Nederland requires and stimulates its suppliers to comply with international codes in their contracts and in a supplier code of conduct. Although TUI states to respect human rights, they do not have a human rights policy which gives meaningful guidance to its employees and relationships. However, this is said to be in development. Operational risks related to human rights abuse are monitored on a

group level, and if applicable, communicated to TUI Nederland. Besides the issues already described above, TUI Nederland contractually enforces its suppliers to comply with regulations on labour practices, the environment, discrimination, and health and safety. In addition, their supplier code of conduct provides guidelines on anti-corruption, working conditions, health and safety, the environment and community, and information security.

TUI Nederland's organizational decision-making processes and structures can be regarded as supportive of social responsibility. TUI Nederland's governance processes are reviewed periodically on a group level and reported on in TUI Travel's annual reports and accounts. They have integrated social responsibility into their organizational structure by having a Sustainable Tourism Department and a Sustainable Tourism Team, consisting of both managers and line employees from different departments. The members of the Sustainable Tourism Team can be considered the "interface managers" (or "change agents"), facilitating data transmission and supporting and coordinating established processes. However, the Sustainable Tourism Department is responsible for new project initiation. The fact that the CEO of TUI Nederland is the chair of the Sustainable Tourism Team, and the Board of Directors bears the overall responsibility for sustainable tourism, means there is top management support for the developed sustainable tourism strategy. TUI Nederland's employees are involved by informing them on the sustainable tourism policy and activities, and the relevant departments within the organization receive training on sustainable tourism. Besides its employees, TUI Nederland also educates and raises awareness of its customers on general and destination specific sustainable tourism issues.

Enhancing the sustainability of holiday destinations on an individual basis is regarded impossible by TUI Nederland due to the many destinations in their inventory and the resources that would be required for such a strategy. In their sustainable tourism strategy TUI Nederland focusses on their first- and second line suppliers. None of these suppliers are directly operated or owned by TUI Nederland. They enforce and influence their suppliers to comply with non-financial performance metrics in their contracts and by means of the supplier code of conduct. Because TUI Nederland generally only has a contractual agreement with the incoming agent, accommodation-, excursion-, and transport suppliers are indirectly enforced to comply with the contractual requirements through the incoming agent. In addition, TUI Nederland enhances the sustainability of their supply chain by increasing the percentage sustainable suppliers and destinations in their inventory based on internally developed criteria and sustainability standards. TUI Nederland does not assist

individual suppliers in enhancing their sustainability performance because of the large number of suppliers they work with and the resources that would therefore be required to do so. Developing commonly agreed standardized performance metrics with all their suppliers is also not regarded possible. Instead, TUI Nederland works with externally developed sustainability standards to ensure supplier sustainability. Currently, they only actively stimulate accommodation suppliers to get certified by using the Travelife Certification System. The reason for focussing on accommodation suppliers is the fairly high level of influence TUI Nederland believes to exert over these suppliers and the relatively large impact on destination sustainability they expect can be achieved. The success of stimulating accommodation to use Travelife is experienced to differ greatly based on the level of awareness of sustainability at a destination. Related to this, TUI Nederland argues there is a need for a proper destination certification system to stimulate local governments to implement sustainability measures, mutually reinforcing an accommodation's sustainability practices. Also, because currently hundreds of sustainability standards for accommodations exist, TUI Nederland is unable to easily verify which standards are acceptable and believes that the growth of the GSTC, accrediting sustainability standards, is a much needed development for the future. Besides the contractual requirements and the guidelines in the supplier code of conduct, TUI Nederland does not actively influence incoming agents to implement sustainability measures. They acknowledge the significant position of the incoming agents in the supply chain, but their level of influence on these suppliers is considered to be low and no sustainability standard exists specifically for incoming agents. Auditing the incoming agents themselves is not considered credible. Travelife is currently working on a system for incoming agents that will be tested by TUI Nederland.

The same reason for not assisting individual suppliers with enhancing their sustainability performance also applies to not individually monitoring suppliers on their compliance with the non-financial performance metrics. TUI Nederland does not perform announced or unannounced inspections of their suppliers. Besides the sustainability standards as a means of ensuring supplier compliance, TUI Nederland encourages tourists to report any misconduct with regard to sustainable tourism and takes action if it concerns one of their suppliers. With regard to internally monitoring the progress on the annual sustainable tourism targets, TUI Nederland has developed a qualitative measurement system which requires the members of the Sustainable Tourism Team to report on their department's activities. Monitoring the progress on the percentage of sustainable suppliers and destinations in their inventory is done by checking which of their suppliers and

destinations have an approved sustainability standard (accommodations and destinations), and by evaluating supplier sustainability based on their internally developed criteria (excursions and transport). The data collected is used to formulate new annual targets and to inform stakeholders on the progress of TUI Nederland's activities in their annual sustainable tourism report. In the near future TUI Nederland will start using an online management system which allows them to see which accommodation are Travelife certified and/or their progress on compliance with the Travelife criteria. They will also test a Travelife system which allows them to have incoming agents report on twenty sustainable tourism related issues.

With regard to stakeholder engagement, on a destination level TUI Nederland organizes conferences for accommodations to present their sustainable tourism policy, promote Travelife, and to allow for open-dialogue between the two parties. There is no open-dialogue with other destination suppliers (incoming agents, excursion- and transport providers). Although a process of finding the right balance between all the various demands of stakeholders to pursue common goals is considered a key success factor for SC collaboration, this does not seem to be feasible with regard to the myriad of destination suppliers TUI Nederland works with. TUI Nederland also collaborates with (non-profit) organizations in stand-alone projects at destinations and in the Netherlands. In addition, they collaborate with a large number of Dutch public and private organizations in The Accelerating Sustainable Tourism Initiative, both to gain competencies and share knowledge on sustainable tourism and to enhance the sustainability of destinations in six countries. With regard to the latter, accommodations are stimulated to use the Travelife system and incoming agents are trained in sustainable tourism. Problems that have been encountered with regard to stimulating accommodations to use Travelife are the current lack of support for Travelife from other countries, and the fact that many accommodation suppliers are already working with a different certification system. It seems that the incentives currently offered are not sufficient to motivate these suppliers to work with the Travelife system.

The incentives offered to motivate suppliers to attain TUI Nederland's sustainable tourism goals are only aimed at accommodations. The sales of sustainable accommodations in their travel shops, and sustainable accommodations are highlighted in brochures and on booking websites. In addition, sustainable tourism has been added to the review criteria for accommodations on the booking websites. TUI Nederland also offers a free Travelife self-check, which allows accommodations to gain insight into what cost-saving measures can be implemented. The fact that TUI Nederland

increases the percentage of sustainable suppliers in their inventory is also an incentive for suppliers to work on sustainability. And lastly, TUI Nederland informs accommodations that sustainability standards will most likely be a mandatory requirement for contracting in the future.

In the table below (see Table 8) a summary is provided of the findings in this case study based on the operationalization framework in the methodology chapter (Chapter 3).

Table 8: Summary of findings

| Category | Findings |
|--|--|
| Tourism CSR: addressing relevant social, economic and environmental CSR issues | <p>TUI Nederland addresses most relevant social, economic and environmental CSR related issues, but there are some exceptions:</p> <ul style="list-style-type: none"> - TUI Nederland’s annual sustainable development report is not based on the GRI guidelines and its contents are not being assessed by an independent external party - In setting TUI Nederland’s sustainability goals, besides accommodations, destination suppliers do not seem to be involved in the process - There is no mechanism in place for suppliers that enables reporting and follow-up of ethical or other compliance issues - Currently TUI Nederland does not have a human rights policy, but this is said to be in development. |
| Business proposition for tourism CSR | <p>TUI Nederland’s business proposition demonstrates a commitment to tourism CSR:</p> <ul style="list-style-type: none"> - Its commitment to social responsibility is formulated in the mission, vision and strategy of TUI Nederland - Based on TUI Nederland’s mission, vision and strategy, both short- and long term tourism CSR goals have been formulated - TUI Nederland’s long-term goals demonstrate a long-term orientation in sustainability. |
| Information gathering, sharing and reporting | <ul style="list-style-type: none"> - There is top management support for the developed sustainable tourism strategy - There are “interface managers” (or “change agents”) on all managerial levels - Employees are made aware of sustainable tourism activities and trained on sustainable tourism - Tourist are educated and made aware of socio-cultural and environmental sensitivities of holiday destinations - TUI Nederland uses both externally and internally developed sustainability |

| | |
|--------------------------|---|
| | <p>standards as a performance metric system for socio-cultural and environmental criteria</p> <ul style="list-style-type: none"> - TUI Nederland does not use commonly agreed standardized performance metrics due to the large number of individual suppliers they work with - TUI Nederland does not measure the sustainability performance of individual suppliers due to the large number of suppliers and the amount of resources needed to do so - Stakeholder are informed on TUI Nederland's progress with regard to sustainable tourism in an annual sustainable tourism report. However, the contents of these reports are not assessed by an external independent party. |
| Decision synchronization | <ul style="list-style-type: none"> - TUI Nederland distinguishes between different types of stakeholders based on seven categories (be green, share green, buy green, etc.) - TUI Nederland has a two-way communication process with a large number of stakeholders on sustainable tourism. However, besides accommodation suppliers, destination suppliers are not involved in this process - Finding the right balance between the various demands of the myriad of destinations suppliers in pursuing common goals is not considered possible. The same applies to a protracted process of negotiation and appraisal with stakeholders - TUI Nederland works with a large number of public and private organizations to gain competencies and knowledge on sustainable tourism - As a part of the Accelerating Sustainable Tourism Initiative inter-firm training and evaluation of inbound tour operator staff takes place. In addition, TUI Nederland provides workshops to accommodation suppliers on sustainable tourism. |
| Incentive alignment | <ul style="list-style-type: none"> - TUI Nederland provides accommodation suppliers with free information and a self-check on how to operate in a more sustainable way - TUI Nederland has an incentive scheme for franchise travel shops and -independent agents for booking sustainable accommodations - Sustainable accommodations receive additional promotion - Accommodations can be reviewed by tourist on sustainable tourism criteria - TUI Nederland increases the percentage of sustainable excursion- and accommodation suppliers in their inventory. |

Overall, TUI Nederland demonstrates a commitment to enhancing the sustainability of its holiday destinations. Their policies address most of the relevant social, economic and environmental CSR related issues, and the organisation's decision-making processes and structures are supportive of social responsibility. TUI Nederland actively stimulates supplier action towards the implementation of sustainability measures. However, besides contractual enforcement, these efforts are currently mainly aimed at accommodation suppliers. The Travelife certification system plays a significant role in these efforts to ensure the compliance of accommodation suppliers with certain sustainability standards, and helps to overcome some of the major barriers, such as the lack of resources to monitor and assist individual suppliers. The accreditation and development of proper sustainability standards for other destination suppliers (inbound tour operators, excursion- and transport providers) would be a significant step forward. Besides stimulating supplier action, TUI Nederland influences the distribution of tourists by increasing and promoting sustainable suppliers in their inventory. In addition, tourists are made aware of environmental and socio-cultural general and destination specific sustainability issues. The cooperation with a large number of stakeholders enables TUI Nederland to gather new knowledge on sustainable tourism, but also enables them to combine forces in joint projects both aimed at destination suppliers and other environmental and socio-cultural issues. Although a lot of progress is being made with regard to enhancing the sustainability of TUI Nederland's holiday destinations, a lot of initiatives are still in their early stages of development and many challenges still lie ahead.

5.3 Research limitations and future research suggestions

The aim of this thesis was to gain a better insight into how outbound tour operators could enhance the sustainability of their holiday destinations by integrating tourism CSR into their supply chain. One of the most significant difficulties experienced with regard to conducting research on tourism CSR was the, on the one hand, extensiveness and highly fragmented state of mainstream CSR research, and on the other hand, the limited attention for, or absence of, CSR related themes in tourism research. Most of the CSR research conducted is aimed at the manufacturing industry, and although several conceptualisations have been adapted for the tourism industry, more research is needed to determine the validity of these conceptualisations. While this applies to tourism CSR in general, SSCM is argued to be one of the CSR related themes that is instrumental in moving from an awareness stage to the actual implementation of CSR practices in the tourism industry. Besides the development of more adequate conceptualisations for the implementation and governing of

tourism CSR, the relevant economic, social and environmental CSR related issues a tour operator should address in the supply chain were derived from the ISO 26000 standard in this thesis. These general guidelines are not sector or industry specific, and are therefore broadly interpretable. Similar, but less broadly interpretable, guidelines are argued needed, covering issues that are specifically relevant for the tourism industry.

With regard to the case study, one of the research limitations is the fact that no generalisations can be drawn based on the findings. In order to do so, similar case studies are needed in other source markets to understand the effect of different contextual conditions in these markets on approaches to SSCM. Another research limitation is the fact that the case findings are based on the practices of a large tour operator. The differences between large and small tour operators have been discussed, and differ greatly in terms of infrastructure and capacity to implement widespread CSR activities. Though, more administrative flexibility and the importance of personal values in smaller businesses could lead to different approaches on SSCM, mitigating the size-related differences in the ability to effectively implement CSR activities. Therefore, future research on the SSCM practices of SMEs could greatly enhance our knowledge on how to overcome some of the most common barriers, such as insufficient resources and lack of dominance over suppliers. Barriers not only common to small tour operators, but as the TUI Nederland case demonstrated, also a struggle for a large tour operator. Lastly, this thesis' case study was solely focussed on the perspective of an outbound tour operator on SSCM practices. As was clear from the TUI Nederland case, barriers exist with regard to stimulating suppliers to adopt sustainability standards. Future research should also focus on the suppliers' perspective to examine the reasons and contextual conditions for their approach on, or lack of, implementing sustainability measures.

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Appendices

Appendix A: ISO 26000 Standard Guidelines

| Core subjects and issues of social responsibility regarding ISO 26000 (TUI NEDERLAND) Source: ISO, 2010, p. 10-51. | Applicable Yes / No | Identified Yes / No | Documentation/source | Specific reference |
|---|---------------------|---------------------|--|--|
| Principles of social responsibility | | | | |
| Accountability | | | Accountability | |
| <i>An organization should account for:</i> | | | | |
| <ul style="list-style-type: none"> the impacts of its decisions and activities on society, the environment and the economy, especially significant negative consequences; and | yes | Yes | Sustainable Development Report '11-'12 Duurzaam Toerisme Jaarverslag 2011&'12 | As a whole As a whole |
| <ul style="list-style-type: none"> the actions taken to prevent repetition of unintended and unforeseen negative impacts. | yes | Yes | Sustainable Development Report '11-'12 Duurzaam Toerisme Jaarverslag 2011 TUI PLC Annual Report & Accounts 2011 Sustainable Holidays Plan 2012-2014 | As a whole As a whole Principal Risks (p. 20-23) As a whole |
| Transparency | | | Transparency | |
| <i>An organization should disclose in a clear, accurate and complete manner, and to a reasonable and sufficient degree, the policies, decisions and activities for which it is responsible, including their known and likely impacts on society and the environment. This information should be readily available, directly accessible and understandable to those who have been, or may be, affected in significant ways by the organization. It should be timely and factual and be presented in a clear and objective manner so as to enable stakeholders to accurately assess the impact that the organization's decisions and activities have on their respective interests.</i> | yes | yes | Sustainable Holidays plan 2012-2014 Sustainable Development Report '11-'12 TUI Travel PLC factsheet Mainstream PLC fact sheet Accommodation & Destination fact sheet Specialist & Activity fact sheet Emerging markets fact sheet Interim Results 2012 Quarterly reports | De transparantiebenchmark Media: personeelsblad personeelsbijeenkomsten mailings, intranet, Duurzaam toerisme update mini-jaarverslag www.tui.nl/duurzaamheid Rank a brand Gedragscodex |
| <i>An organization should be transparent regarding:</i> | | | | |
| <ul style="list-style-type: none"> the purpose, nature and location of its activities; | yes | yes | Annual report & Accounts | Global Reporting Initiative |
| <ul style="list-style-type: none"> the identity of any controlling interest in the activity of the organization; | yes | yes | Duurzaam toerisme jaarverslag 2011&'12 | |
| <ul style="list-style-type: none"> the manner in which its decisions are made, implemented and reviewed, including the definition of the roles, responsibilities, accountabilities and authorities across the different functions in the organization; | yes | yes | Half-year financial report | |
| <ul style="list-style-type: none"> standards and criteria against which the organization evaluates its own performance relating to social responsibility; | yes | yes | | |
| <ul style="list-style-type: none"> its performance on relevant and significant issues of social responsibility; | yes | yes | | |
| <ul style="list-style-type: none"> the sources, amounts and application of its funds; | yes | yes | | |
| <ul style="list-style-type: none"> the known and likely impacts of its decisions and activities on its stakeholders, society, the economy and the environment; and | yes | yes | | |
| <ul style="list-style-type: none"> its stakeholders and the criteria and procedures used to identify, select and engage them. | yes | yes | | |
| Ethical behaviour | | | Ethical behaviour | |
| <i>An organization should actively promote ethical behaviour by:</i> | | | | |
| <ul style="list-style-type: none"> identifying and stating its core values and principles; | yes | yes | Gedragscodex + Factsheet 10-'12 Spirit, visie, strategie en waarden TUI | Basisvoorwaarden (p. 3) + Values As a whole |
| <ul style="list-style-type: none"> developing and using governance structures that help to promote ethical behaviour within the organization, in its decision making and in its interactions with others; | yes | yes | TUI PLC Annual Report & Accounts 2011 TUI NL Personeelsgids 2011 | Governance (p. 46-65) Bijlagen 3-6 |
| <ul style="list-style-type: none"> identifying, adopting and applying standards of ethical behaviour appropriate to its purpose and activities and consistent with the principles outlined in this International Standard; | yes | yes | Gedragscodex | As a whole |
| <ul style="list-style-type: none"> encouraging and promoting the observance of its standards of ethical behaviour; | yes | yes | Sustainable Development Report '11-'12 | Compliance Management System (p. 12) |
| <ul style="list-style-type: none"> defining and communicating the standards of ethical behaviour expected from its governance structure, personnel, suppliers, contractors and, when appropriate, owners and managers, and particularly from those that have the opportunity, while preserving local cultural identity, to significantly influence the values, culture, integrity, strategy and operation of the organization and people acting on its behalf; | yes | yes | Gedragscodex Standard Agency Contract TUI NL TUI NL Inkoopvoorwaarden Duurzaam Toerisme Jaarverslag 2011 Sustainable Development Report '11-'12 | As a whole As a whole As a whole As a whole Compliance Management System (p. 12) |
| <ul style="list-style-type: none"> preventing or resolving conflicts of interest throughout the organization that could otherwise lead to unethical behaviour; | yes | yes | Gedragscodex Compliance management | Belangenconflicten (p. 5) E-learning (Interview) |

| | | | | | |
|--|---|-----|-----|--|--|
| | | | | Gedragscodex | Gedragscodex van TUI Concern (p. 7) |
| | ● establishing and maintaining oversight mechanisms and controls to monitor, support and enforce ethical behaviour; | yes | yes | Sustainable Development Report '11-'12 | Compliance Management System (p. 12) |
| | ● establishing and maintaining mechanisms to facilitate the reporting of unethical behaviour without fear of reprisal; | yes | yes | Sustainable Development Report '11-'12 TUI SpeakUp line | Whistleblower system (p. 14) Personeelsgids: Bijlage 10 (p. 85) |
| | ● recognizing and addressing situations where local laws and regulations either do not exist or conflict with ethical behaviour; | yes | yes | Supplier code of conduct | As a whole |
| | ● adopting and applying internationally recognized standards of ethical behaviour when conducting research with human subjects; and | no | no | | |
| | ● respecting the welfare of animals, when affecting their lives and existence, including by providing decent conditions for keeping, breeding, producing, transporting and using animals. | no | no | | |
| Respect for stakeholder interests | | | | Stakeholder interest | |
| An organization should: | | | | | |
| | ● identify its stakeholders; | yes | yes | Sustainable Development Report '11-'12 TUI Travel website Duurzaam Toerisme Jaarverslag 2011 | Dialogue with our stakeholders (p. 9) http://www.tuitravelplc.com/sustainability/priorities Share Green (p. 26-29) |
| | ● recognize and have due regard for the interests as well as the legal to their expressed concerns; | yes | yes | Sustainable Development Report '11-'12 TUI Travel website Duurzaam Toerisme Jaarverslag 2011 | Dialogue with our stakeholders (p. 9) http://www.tuitravelplc.com/sustainability/priorities Share Green (p. 26-29) |
| | ● recognize that some stakeholders can significantly affect the activities of the organization; | yes | yes | Sustainable Development Report '11-'12 TUI Travel website Duurzaam Toerisme Jaarverslag 2011 | Dialogue with our stakeholders (p. 9) http://www.tuitravelplc.com/sustainability/priorities Share Green (p. 26-29) |
| | ● assess and take into account the relative ability of stakeholders to contact, engage with and influence the organization; | yes | yes | Sustainable Development Report '11-'12 TUI Travel website Duurzaam Toerisme Jaarverslag 2011 | Dialogue with our stakeholders (p. 9) http://www.tuitravelplc.com/sustainability/priorities Share Green (p. 26-29) |
| | ● take into account the relation of its stakeholders' interests to the broader expectations of society and to sustainable development, as well as the nature of the stakeholders' relationship with the organization; and | yes | yes | Sustainable Development Report '11-'12 TUI Travel website Duurzaam Toerisme Jaarverslag 2011 | Dialogue with our stakeholders (p. 9) http://www.tuitravelplc.com/sustainability/priorities Share Green (p. 26-29) |
| | ● consider the views of stakeholders whose interests are likely to be affected by a decision or activity even if they have no formal role in the governance of the organization or are unaware of these interests. | yes | yes | Sustainable Development Report '11-'12 TUI Travel website Duurzaam Toerisme Jaarverslag 2011 | Dialogue with our stakeholders (p. 9) http://www.tuitravelplc.com/sustainability/priorities Share Green (p. 26-29) |
| Respect for the rule of law | | | | Rule of Law | |
| An organization should: | | | | | |
| | ● comply with legal requirements in all jurisdictions in which the organization operates, even if those laws and regulations are not adequately enforced; | yes | yes | ANVR Gedragscodex | Respective websites Wet en Recht (p. 4) |
| | ● ensure that its relationships and activities comply with the intended and applicable legal framework; | yes | yes | Standard Agency Contract TUI NL Gedragscodex ANVR | As a whole Wet en Recht (p. 4) Respective websites |
| | ● keep itself informed of all legal obligations; and | yes | yes | Department of Legal Affairs ANVR | Interview Respective websites |
| | ● periodically review its compliance with applicable laws and regulations. | yes | yes | Department of Legal Affairs Sustainable Development Report '11-'12 ANVR | Compliance Management System (p. 12) Respective websites |
| Respect for international norms of behaviour | | | | Respect for int. norms of behaviour | |
| | ● In situations where the law or its implementation does not provide for adequate environmental or social safeguards, an organization should strive to respect, as a minimum, international norms of behaviour. | yes | yes | Gedragscodex Sustainable Development Report '11-'12 Sustainable Development Report '11-'12 | As a whole UN Global Compact embraced (p. 12) Committed to HR (UNWTO) (p. 52) |
| | ● In countries where the law or its implementation conflicts with international norms of behaviour, an organization should strive to respect such norms to the greatest extent possible. | yes | yes | Gedragscodex Sustainable Development Report '11-'12 Sustainable Development Report '11-'12 | As a whole UN Global Compact embraced (p. 12) Committed to HR (UNWTO) (p. 52) |
| | ● In situations where the law or its implementation is in conflict with international norms of behaviour and where not following these norms would have significant consequences, an organization should, as | yes | yes | Standard Agency Contract TUI NL Sustainable Development Report '11-'12 | As a whole UN Global Compact embraced (p. 12) |

| | | | | | |
|--|---|-----|-----|--|--|
| | <i>feasible and appropriate, review the nature of its relationships and activities within that jurisdiction.</i> | | | Sustainable Development Report '11-'12 | Compliance Management System (p. 12) |
| | | | | Sustainable Development Report '11-'12 | Committed to HR (UNWTO) (p. 52) |
| | ● <i>An organization should consider legitimate opportunities and channels to seek to influence relevant organizations and authorities to remedy any such conflict.</i> | yes | yes | Duurzame Klantenservice 1 + 2 | As a whole |
| | | | | Duurzaam Toerisme Jaarverslag 2011 | Share Green (p. 26-29) |
| | ● <i>An organization should avoid being complicit in the activities of another organization that are not consistent with international norms of behaviour.</i> | yes | yes | Standard Agency Contract TUI NL | As a whole |
| | | | | TUI NL Inkoopvoorwaarden | As a whole |
| | | | | | |
| Respect for human rights | | | | | |
| | | | | Human Rights | |
| | | | | | |
| An organization should: | | | | | |
| | ● <i>respect and, where possible, promote the rights set out in the International Bill of Human Rights;</i> | yes | yes | Sustainable Development Report '11-'12 | UN Global Compact embraced (p. 12) |
| | | | | Gedragscodex | Respect & Eerlijkheid (p. 4) |
| | | | | Sustainable Development Report '11-'12 | Committed to HR (UNWTO) (p. 52) |
| | ● <i>respect the universality of these rights, that is, that they are indivisibly applicable in all countries, cultures and situations;</i> | yes | yes | Sustainable Development Report '11-'12 | UN Global Compact embraced (p. 12) |
| | | | | Sustainable Development Report '11-'12 | Committed to HR (UNWTO) (p. 52) |
| | ● <i>in situations where human rights are not protected, take steps to respect human rights and avoid taking advantage of these situations; and</i> | yes | yes | Sustainable Development Report '11-'12 | UN Global Compact embraced (p. 12) |
| | | | | Sustainable Development Report '11-'12 | Committed to HR (UNWTO) (p. 52) |
| | ● <i>in situations where the law or its implementation does not provide for adequate protection of human rights, adhere to the principle of respect for international norms of behaviour.</i> | yes | yes | Sustainable Development Report '11-'12 | UN Global Compact embraced (p. 12) |
| | | | | Sustainable Development Report '11-'12 | Committed to HR (UNWTO) (p. 52) |
| | | | | | |
| Core Subject: Decision-making processes and structures | | | | | |
| | | | | Decision-making processes and structures | |
| | | | | | |
| An organization's decision-making processes and structures should enable it to: | | | | | |
| | ● <i>develop strategies, objectives, and targets that reflect its commitment to social responsibility;</i> | yes | yes | Sustainable Development Report '11-'12 | As a whole |
| | | | | Sustainable Holidays Plan 2012-2014 | As a whole |
| | | | | Duurzaam Toerisme Jaarverslag 2011 | As a whole |
| | ● <i>demonstrate leadership commitment and accountability;</i> | yes | yes | TUI PLC Annual Report & Accounts 2012 | Governance (p. 46-65) |
| | | | | TUI NL Personeelsgids 2011 | Bijlagen 3-6 |
| | ● <i>create and nurture an environment and culture in which the principles of social responsibility are practised;</i> | yes | yes | Sustainable Development Report '11-'12 | As a whole |
| | | | | Duurzaam Toerisme Jaarverslag 2011 | As a whole |
| | ● <i>create a system of economic and non-economic incentives related to performance on social responsibility;</i> | yes | yes | Duurzaam Toerisme Jaarverslag 2011 | Sell Green (p. 23-24) |
| | | | | Holland International Green Smiles4U | As a whole |
| | | | | Carbon Disclosure Project 2012 | Incentives 1.2a (p. 5) |
| | ● <i>use financial, natural and human resources efficiently;</i> | yes | yes | TUI PLC Annual Report & Accounts 2011 | Financial Statements (p. 66-139) |
| | | | | Sustainable Development Report '11-'12 | As a whole |
| | ● <i>promote a fair opportunity for underrepresented groups (including women and racial and ethnic groups) to occupy senior positions in the organization;</i> | yes | yes | Duurzaam Toerisme Jaarverslag 2011 | As a whole |
| | | | | Declaration of Conformity (Woman) | section 161 of the AktG |
| | | | | Duurzaam Toerisme Jaarverslag 2011 | Be good (p. 38-41) |
| | | | | Gedragscodex | Respect en eerlijkheid (p. 4) |
| | ● <i>balance the needs of the organization and its stakeholders, including immediate needs and those of future generations;</i> | yes | yes | Duurzaam Toerisme Jaarverslag 2011 | Share Green (p. 26-29) |
| | | | | Sustainable Development Report '11-'12 | Dialogue with our stakeholders (p. 9) |
| | | | | Sustainable Development Report '11-'12 | Society (p. 51-55) |
| | ● <i>establish two-way communication processes with its stakeholders, identifying areas of agreement and disagreement and negotiating to resolve possible conflicts;</i> | yes | yes | Sustainable Development Report '11-'12 | Dialogue with our stakeholders (p. 9) |
| | | | | Duurzaam Toerisme Jaarverslag 2011 | Share Green (p. 26-29) |
| | ● <i>encourage effective participation of all levels of employees in the organization's social responsibility activities;</i> | yes | yes | Sustainable Development Report '11-'12 | Dialogue with our stakeholders (p. 9) |
| | | | | Sustainable Development Report '11-'12 | Our People (p. 41-50) |
| | | | | Duurzaam Toerisme Jaarverslag 2011 | Be good (p. 38-41) |
| | ● <i>balance the level of authority, responsibility and capacity of people who make decisions on behalf of the organization;</i> | yes | yes | TUI PLC Annual Report & Accounts 2011 | Governance (p. 46-65) |
| | | | | TUI NL Personeelsgids 2011 | Bijlagen 3-6 |
| | ● <i>keep track of the implementation of decisions to ensure that these decisions are followed in a socially responsible way and to determine accountability for the results of the organization's decisions and activities, either positive or negative; and</i> | yes | yes | Compliance management system | Compliance Unit (Interview) |
| | | | | | |
| | ● <i>periodically review and evaluate the governance processes of the organization; adjust processes according to the outcome of the reviews and communicate changes throughout the organization.</i> | yes | yes | TUI PLC Annual Report & Accounts 2011 | Corporate Governance Report (p. 51-55) |
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| Core subject: Human rights | | | | | |
| Issue 1: Due diligence | | | | | |
| | | | | Due diligence | |

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| <p>To respect human rights, organizations have a responsibility to exercise due diligence to identify, prevent and address actual or potential human rights impacts resulting from their activities or the activities of those with which they have relationships. Specific to human rights, a due diligence process should, in a manner that is appropriate to the organization's size and circumstances, include the following components:</p> | | | | |
| <ul style="list-style-type: none"> ● a human rights policy for the organization that gives meaningful guidance to those within the organization and those closely linked to the organization; | yes | yes | Sustainable Development Report '11-'12 Working on HR policy (Being worked on) Gedragscodex | Committed to HR (UNWTO) (p. 52) E-mail comm. Kylie McCabe 8/11/2012 As a whole |
| <ul style="list-style-type: none"> ● means of assessing how existing and proposed activities may affect human rights; | yes | yes | Duurzame Klantenservice 1 + 2 | As a whole |
| <ul style="list-style-type: none"> ● means of integrating the human rights policy throughout the organization; | yes | yes | Interview HRM | |
| <ul style="list-style-type: none"> ● means of tracking performance over time, to be able to make necessary adjustments in priorities and approach; and | yes | yes | Compliance management system | Compliance manager Belgium (interview) |
| <ul style="list-style-type: none"> ● actions to address the negative impacts of its decisions and activities. | yes | yes | Duurzame Klantenservice 1 + 2 | As a whole |
| | | | Sustainable Development Report '11-'12 | Compliance Management System (p. 12) |
| <p>Issue 2: Human rights risk situations</p> | | | Human rights risk situations | |
| <p>There are certain circumstances and environments where organizations are more likely to face challenges and dilemmas relating to human rights and in which the risk of human rights abuse may be exacerbated. Organizations should take particular care when dealing with situations characterized below:</p> | | | | |
| <ul style="list-style-type: none"> ● conflict or extreme political instability, failure of the democratic or judicial system, absence of political or civil rights; | yes | yes | Risk analysis: Principal Risk | TUI Travel Annual Reports & Accounts (p. 20-27) |
| <ul style="list-style-type: none"> ● poverty, drought, extreme health challenges or natural disasters; | yes | yes | Risk analysis: Principal Risk | TUI Travel Annual Reports & Accounts (p. 20-27) |
| <ul style="list-style-type: none"> ● involvement in extractive or other activities that might significantly affect natural resources such as water, forests or the atmosphere or disrupt communities; | yes | yes | Risk analysis: Principal Risk | TUI Travel Annual Reports & Accounts (p. 20-27) |
| <ul style="list-style-type: none"> ● proximity of operations to communities of indigenous peoples; | yes | yes | Risk analysis: Principal Risk | TUI Travel Annual Reports & Accounts (p. 20-27) |
| <ul style="list-style-type: none"> ● activities that can affect or involve children; | yes | yes | Risk analysis: Principal Risk | TUI Travel Annual Reports & Accounts (p. 20-27) |
| <ul style="list-style-type: none"> ● a culture of corruption; | yes | yes | Risk analysis: Principal Risk | TUI Travel Annual Reports & Accounts (p. 20-27) |
| <ul style="list-style-type: none"> ● complex value chains that involve work performed on an informal basis without legal protection; and a need for extensive measures to ensure security of premises or other assets. | yes | yes | Risk analysis: Principal Risk | TUI Travel Annual Reports & Accounts (p. 20-27) |
| | | | | |
| <p>Issue 3: Avoidance of complicity</p> | | | Avoidance of complicity | |
| <p>One prominent area with the potential to create complicity in human rights abuses relates to security arrangements. In this regard, among other things, an organization should verify that its security arrangements respect human rights and are consistent with international norms and standards for law enforcement. Security personnel (employed, contracted or sub-contracted) should be adequately trained, including in adherence to standards of human rights, and complaints about security procedures or personnel should be addressed and investigated promptly and, where appropriate, independently. Moreover, an organization should exercise due diligence to ensure that it is not participating in, facilitating or benefiting from human rights violations committed by public security forces. In addition, an organization should:</p> | | | | |
| <ul style="list-style-type: none"> ● not provide goods or services to an entity that uses them to carry out human rights abuses; | yes | yes | Standard Agency Contract TUI NL Gedragscodex | Appendix C. Sust. Tourism (p. 27-31) As a whole |
| <ul style="list-style-type: none"> ● not enter into a formal or informal partnership or contractual relationship with a partner that commits human rights abuses in the context of the partnership or in the execution of the contracted work; | yes | yes | Standard Agency Contract TUI NL Gedragscodex | Appendix C. Sust. Tourism (p. 27-31) |
| <ul style="list-style-type: none"> ● inform itself about the social and environmental conditions in which purchased goods and services are produced; | yes | yes | TUI NL Inkoopvoorwaarden 2010 TTP Purchasing Procedures Duurzaam Toerisme Jaarverslag 2011 | Art 12 (p. 2) As a whole Audits (p. 12) |
| <ul style="list-style-type: none"> ● ensure it is not complicit in any displacement of people from their land unless it is done in conformity with national law and international norms, which includes exploring all alternative solutions and ensuring affected parties are provided with adequate compensation; | no | no | | |
| <ul style="list-style-type: none"> ● consider making public statements, or taking other action indicating that it does not condone human rights abuse, such as acts of discrimination, occurring in employment in the country concerned; and | yes | yes | Sustainable Development Report '11-'12 Gedragscodex | Committed to HR (UNWTO) (p. 52) As a whole |
| <ul style="list-style-type: none"> ● avoid relationships with entities engaged in anti-social activities. | yes | yes | Sustainable Development Report '11-'12 Gedragscodex | UN Global Compact embraced (p. 12) As a whole |
| | | | Standard Agency Contract TUI NL TUI NL Inkoopvoorwaarden 2010 | Appendix C. Sust. Tourism (p. 27-31) Art 12 (p. 2) |
| | | | TTP Purchasing Procedures | As a whole |
| <p>Issue 4: Resolving grievances</p> | | | Resolving grievances | |
| <p>An organization should establish, or otherwise ensure the availability of, remedy mechanisms for its own use</p> | | | | |

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| <i>and that of its stakeholders. For these mechanisms to be effective they should be:</i> | | | | |
| <ul style="list-style-type: none"> ● legitimate. This includes clear, transparent and sufficiently independent governance structures to ensure that no party to a particular grievance process can interfere with the fair management of that process; | yes | yes | Personeelsgids ANVR-reisvoorwaarden Contact center Klachtbehandeling | Bijlage 10 (p. 85-89) As a whole As a whole |
| <ul style="list-style-type: none"> ● accessible. Their existence should be publicized and adequate assistance provided for aggrieved parties who may face barriers to access, such as language, illiteracy, lack of awareness or finance, distance, disability or fear of reprisal; | yes | yes | Personeelsgids ANVR-reisvoorwaarden Contact center Klachtbehandeling | Bijlage 10 (p. 85-89) As a whole As a whole |
| <ul style="list-style-type: none"> ● predictable. There should be clear and known procedures, a clear time frame for each stage and clarity as to the types of process and outcome they can and cannot offer, and a means of monitoring the implementation of any outcome; | yes | yes | Personeelsgids ANVR-reisvoorwaarden Contact center Klachtbehandeling | Bijlage 10 (p. 85-89) As a whole As a whole |
| <ul style="list-style-type: none"> ● equitable. Aggrieved parties should have access to sources of information, advice and expertise necessary to engage in a fair grievance process; | yes | yes | Personeelsgids ANVR-reisvoorwaarden Contact center Klachtbehandeling | Bijlage 10 (p. 85-89) As a whole As a whole |
| <ul style="list-style-type: none"> ● rights-compatible. The outcomes and remedies should accord with internationally recognized human rights standards; | yes | yes | Personeelsgids ANVR-reisvoorwaarden Contact center Klachtbehandeling | Bijlage 10 (p. 85-89) As a whole As a whole |
| <ul style="list-style-type: none"> ● clear and transparent. Although confidentiality might sometimes be appropriate, the process and outcome should be sufficiently open to public scrutiny and should give due weight to the public interest; | yes | yes | Personeelsgids ANVR-reisvoorwaarden Contact center Klachtbehandeling | Bijlage 10 (p. 85-89) As a whole As a whole |
| <ul style="list-style-type: none"> ● based on dialogue and mediation. The process should look for mutually agreed solutions to grievances through engagement between the parties. Where adjudication is desired, parties should retain the right to seek this through separate, independent mechanisms. | yes | yes | Personeelsgids ANVR-reisvoorwaarden Contact center Klachtbehandeling | Bijlage 10 (p. 85-89) As a whole As a whole |
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| Issue 5: Discrimination and vulnerable groups | | | Discrimination & vulnerable groups | |
| <i>An organization should take care to ensure that it does not discriminate against employees, partners, customers, stakeholders, members and anyone else with whom it has any contact or on whom it can have an impact. It should also ensure that it is not contributing to discriminatory practices through the relationships connected to its activities. An organization should also contribute to redressing discrimination or the legacy of past discrimination, wherever practicable. The following examples of vulnerable groups are described:</i> | | | | |
| <ul style="list-style-type: none"> ● Women and girls. An organization's policies and activities should have due regard for women's rights and promote the equal treatment of women and men in the economic, social and political spheres. | yes | yes | Gedragscodex CAO Reisbranche 2012-2013 TUI NL Inkoopvoorwaarden 2010 TUI NL Personeelsgids 2011 | Openheid & Tolerantie (p. 3) Art 4:3 (p. 6) Art 12 (p. 2) 2.5 Algemene verplichting (p. 6) |
| <ul style="list-style-type: none"> ● People with disabilities. An organization should contribute to ensuring that men and women with disabilities are accorded dignity, autonomy and full participation in society. The principle of non-discrimination should be respected, and organizations should consider making reasonable provisions for access to facilities. | yes | yes | Gedragscodex Sustainable Development Report '11-'12 CAO Reisbranche 2012-2013 TUI NL Inkoopvoorwaarden 2010 TUI NL Personeelsgids 2011 | Openheid & Tolerantie (p. 3) People with disabilities (p. 46) Art 4:3 (p. 6) Art 12 (p. 2) 2.5 Algemene verplichting (p. 6) |
| <ul style="list-style-type: none"> ● Children. Organizations should have policies to prevent their employees engaging in sexual and other forms of exploitation of children. | yes | yes | Group Child Protection Policy 2010 TUI NL Inkoopvoorwaarden 2010 Action Plan TUI Travel | As a whole Art 12 (p. 2) As a whole |
| <ul style="list-style-type: none"> ● Indigenous people. An organization should recognize and respect the principle of non-discrimination and the rights of individuals belonging to an indigenous people when carrying out decisions and activities. | yes | yes | Gedragscodex CAO Reisbranche 2012-2013 TUI NL Inkoopvoorwaarden 2010 TUI NL Personeelsgids 2011 | Openheid & Tolerantie (p. 3) Art 4:3 (p. 6) Art 12 (p. 2) 2.5 Algemene verplichting (p. 6) |
| <ul style="list-style-type: none"> ● Migrants, migrant workers. An organization should respect their rights and contribute to promoting a climate of respect for the human rights of migrants, migrant workers and their families. | yes | yes | Gedragscodex CAO Reisbranche 2012-2013 TUI NL Inkoopvoorwaarden 2010 TUI NL Personeelsgids 2011 | Openheid & Tolerantie (p. 3) Art 4:3 (p. 6) Art 12 (p. 2) 2.5 Algemene verplichting (p. 6) |
| <ul style="list-style-type: none"> ● People discriminated against on the basis of descent, including caste. An organization should avoid such practices and, where feasible, seek to contribute to eliminating these prejudices. | yes | yes | Gedragscodex CAO Reisbranche 2012-2013 TUI NL Inkoopvoorwaarden 2010 TUI NL Personeelsgids 2011 | Openheid & Tolerantie (p. 3) Art 4:3 (p. 6) Art 12 (p. 2) 2.5 Algemene verplichting (p. 6) |
| <ul style="list-style-type: none"> ● People discriminated against on the basis of race. | yes | yes | Gedragscodex CAO Reisbranche 2012-2013 TUI NL Inkoopvoorwaarden 2010 TUI NL Personeelsgids 2011 | Openheid & Tolerantie (p. 3) Art 4:3 (p. 6) Art 12 (p. 2) 2.5 Algemene verplichting (p. 6) |
| <ul style="list-style-type: none"> ● Other vulnerable groups include, for example, the elderly, the displaced, the poor, illiterate people, people living with HIV/AIDS and minority and religious groups. | yes | yes | Gedragscodex CAO Reisbranche 2012-2013 | Openheid & Tolerantie (p. 3) Art 4:3 (p. 6) |

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| | | | TUI NL Inkoopvoorwaarden 2010 | Art 12 (p. 2) |
| | | | TUI NL Personeelsgids 2011 | 2.5 Algemene verplichting (p. 6) |
| Issue 6: Civil and political rights | | | | |
| <i>An organization should respect all individual civil and political rights. Examples include, but are not limited to, the following:</i> | | | | |
| <ul style="list-style-type: none"> ● <i>life of individuals;</i> | yes | yes | Gedragscodex Sustainable Development Report '11-'12 | Openheid & Tolerantie (p. 3) Committed to HR (UNWTO) (p. 52) |
| <ul style="list-style-type: none"> ● <i>freedom of opinion and expression. An organization should not aim to suppress anyone's views or opinions, even when the person expresses criticism of the organization internally or externally;</i> | yes | yes | Gedragscodex Sustainable Development Report '11-'12 | Openheid, Tolerantie & Innovatie (p. 3) Committed to HR (UNWTO) (p. 52) |
| <ul style="list-style-type: none"> ● <i>freedom of peaceful assembly and of association;</i> | yes | yes | CAO Reisbranche 2012-2013 | As a whole |
| <ul style="list-style-type: none"> ● <i>freedom to seek, receive and impart information and ideas through any means, regardless of national borders;</i> | yes | yes | Gedragscodex Sustainable Development Report '11-'12 | Openheid, Tolerantie & Innovatie (p. 3) Committed to HR (UNWTO) (p. 52) |
| <ul style="list-style-type: none"> ● <i>the right to own property, alone or in association with others, and freedom from being arbitrarily deprived of property; and</i> | yes | yes | Sustainable Development Report '11-'12 | Committed to HR (UNWTO) (p. 52) |
| <ul style="list-style-type: none"> ● <i>access to due process and the right to a fair hearing before any internal disciplinary measure is taken. Any disciplinary measure should be proportionate and not involve physical punishment or inhuman or degrading treatment.</i> | yes | yes | Interview HRM | |
| Issue 7: Economic, social and cultural rights | | | | |
| <i>Every person, as a member of society, has economic, social and cultural rights necessary for his or her dignity and personal development. To respect these rights, an organization has a responsibility to exercise due diligence to ensure that it does not engage in activities that infringe, obstruct or impede the enjoyment of such rights.</i> | | | | |
| yes | yes | | Gedragscodex Sustainable Development Report '11-'12 CAO Reisbranche 2012-2013 | Respect & Eerlijkheid (p. 4) Compliance Management System (p. 12) As a whole |
| Issue 8: Fundamental principles and rights at work | | | | |
| <i>Fundamental principles and rights at work are focused on labour issues. The International Labour Organization (ILO) has identified fundamental rights at work. These include:</i> | | | | |
| <ul style="list-style-type: none"> ● <i>freedom of association and effective recognition of the right to collective bargaining;</i> | yes | yes | CAO Reisbranche 2012-2013 | As a whole |
| <ul style="list-style-type: none"> ● <i>the elimination of all forms of forced or compulsory labour;</i> | yes | yes | CAO Reisbranche 2012-2013 | As a whole |
| <ul style="list-style-type: none"> ● <i>the effective abolition of child labour; and</i> | yes | yes | Group Child Protection Policy 2010 | As a whole |
| <ul style="list-style-type: none"> ● <i>the elimination of discrimination regarding employment and occupation.</i> | yes | yes | Gedragscodex CAO Reisbranche 2012-2013 TUI NL Personeelsgids 2011 | Openheid & Tolerantie (p. 3) Art 4:3 (p. 6) 2.5 Algemene verplichting (p. 6) |
| Core subject: Labour practices | | | | |
| Issue 1: Employment and employment relationships | | | | |
| <i>An organization should:</i> | | | | |
| <ul style="list-style-type: none"> ● <i>be confident that all work is performed by women and men who are legally recognized as employees or who are legally recognized as being self-employed;</i> | yes | yes | Employment contract -permanent Employment contract -non-permanent Arbowet- en -regelgeving Employment contract -part-time | As a whole As a whole As a whole As a whole |
| <ul style="list-style-type: none"> ● <i>not seek to avoid the obligation that the law places on the employer by disguising relationships that would otherwise be recognized as an employment relationship under the law;</i> | yes | yes | CAO Reisbranche 2012-2013 | As a whole |
| <ul style="list-style-type: none"> ● <i>recognize the importance of secure employment to both the individual worker and to society: use active workforce planning to avoid the use of work performed on a casual basis or the excessive use of work performed on a temporary basis, except where the nature of the work is genuinely short term or seasonal;</i> | yes | yes | Employment contract -permanent Employment contract -non-permanent Employment contract -part-time Ratio permanent-temporary 1-10-11 CAO Reisbranche 2012-2013 | As a whole As a whole As a whole As a whole As a whole |
| <ul style="list-style-type: none"> ● <i>provide reasonable notice, timely information and, jointly with worker representatives where they exist, consider how to mitigate adverse impacts to the greatest possible extent when considering changes in its operations, such as closures that affect employment;</i> | yes | yes | CAO Reisbranche 2012-2013 | Arti. 35 Wet melding collectief ontslag |
| <ul style="list-style-type: none"> ● <i>ensure equal opportunities for all workers and not discriminate either directly or indirectly in any labour practice;</i> | yes | yes | Gedragscodex CAO Reisbranche 2012-2013 TUI NL Personeelsgids 2011 | Openheid & Tolerantie (p. 3) Art 4:3 (p. 6) 2.5 Algemene verplichting (p. 6) |
| <ul style="list-style-type: none"> ● <i>eliminate any arbitrary or discriminatory dismissal practices;</i> | yes | yes | Gedragscodex CAO Reisbranche 2012-2013 TUI NL Personeelsgids 2011 | Openheid & Tolerantie (p. 3) Art 4:3 (p. 6) 2.5 Algemene verplichting (p. 6) |

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| <ul style="list-style-type: none"> ● protect personal data and privacy of workers; ● take steps to ensure that work is contracted or sub-contracted only to organizations that are legally recognized or are otherwise able and willing to assume the responsibilities of an employer and to provide decent working conditions. An organization should use only those labour intermediaries who are legally recognized and where other arrangements for the performance of work confer legal rights on those performing the work. Home workers should not be treated worse than other wage earners; ● not benefit from unfair, exploitative or abusive labour practices of its partners, suppliers or subcontractors, including home workers. An organization should make reasonable efforts to encourage organizations in its sphere of influence to follow responsible labour practices, recognizing that a high level of influence is likely to correspond to a high level of responsibility to exercise that influence. Depending upon the situation and influence, reasonable efforts could include: establishing contractual obligations on suppliers and subcontractors; making unannounced visits and inspections; and exercising due diligence in supervising contractors and intermediaries. Where suppliers and subcontractors are expected to comply with a code of labour practice, the code should be consistent with the Universal Declaration of Human Rights and the principles underlying applicable ILO labour standards, and; ● where operating internationally, endeavour to increase the employment, occupational development, promotion and advancement of nationals of the host country. This includes sourcing and distributing through local enterprises where practicable. | yes | yes | TUI NL Personeelgids 2011 | Bijlage 7: Privacy Conventant (p. 23-27) |
| | yes | yes | Standard Agency Contract TUI NL Tui NL Inkoopvoorwaarden 2010 TTP Purchasing Procedures | Appendix C. Sust. Tourism (p. 27-31) Art 12 (p. 2) As a whole |
| | yes | yes | Standard Agency Contract TUI NL Tui NL Inkoopvoorwaarden 2010 TTP Purchasing Procedures | Appendix C. Sust. Tourism (p. 27-31) Art 12 (p. 2) As a whole |
| <ul style="list-style-type: none"> ● where operating internationally, endeavour to increase the employment, occupational development, promotion and advancement of nationals of the host country. This includes sourcing and distributing through local enterprises where practicable. | yes | yes | Standard Agency Contract TUI NL | Appendix C. Sust. Tourism (p. 27-31) |
| Issue 2: Conditions of work and social protection | | | Cond. of work and social protection | |
| An organization should: | | | | |
| <ul style="list-style-type: none"> ● ensure that the conditions of work comply with national laws and regulations and are consistent with applicable international labour standards; | yes | yes | CAO Reisbranche 2012-2013 | As a whole |
| <ul style="list-style-type: none"> ● respect higher levels of provision established through other applicable legally binding instruments such as collective agreements; | yes | yes | Arbowet- en -regelgeving CAO Reisbranche 2012-2013 | As a whole As a whole |
| <ul style="list-style-type: none"> ● observe at least those minimum provisions defined in international labour standards as established by the ILO, especially where national legislation has not yet been adopted; | no | no | | |
| <ul style="list-style-type: none"> ● provide decent conditions of work with regard to wages, hours of work, weekly rest, holidays, health and safety, maternity protection and ability to combine work with family responsibilities; | yes | yes | CAO Reisbranche 2012-2013 TUI NL Personeelgids 2011 | As a whole As a whole |
| <ul style="list-style-type: none"> ● wherever possible, allow observance of national or religious traditions and customs; | yes | yes | CAO Reisbranche 2012-2013 | Chapter 6 |
| <ul style="list-style-type: none"> ● provide conditions of work for all workers that permit, to the greatest extent possible, work-life balance and are comparable with those offered by similar employers in the locality concerned; | yes | yes | CAO Reisbranche 2012-2013 TUI NL Personeelgids 2011 | As a whole As a whole |
| <ul style="list-style-type: none"> ● provide wages and other forms of remuneration in accordance with national laws, regulations or collective agreements. An organization should pay wages at least adequate for the needs of workers and their families. In doing so, it should take into account the general level of wages in the country, the cost of living, social security benefits and the relative living standards of other social groups. It should also consider economic factors, including requirements of economic development, levels of productivity and the desirability of attaining and maintaining a high level of employment. In determining wages and working conditions that reflect these considerations, an organization should bargain collectively with its workers or their representatives, in particular trade unions, where they so wish, in accordance with national systems for collective bargaining; | yes | yes | CAO Reisbranche 2012-2013 TUI NL Personeelgids 2011 | As a whole As a whole |
| <ul style="list-style-type: none"> ● provide equal pay for work of equal value; pay wages directly to the workers concerned, subject only to any restriction or deduction permitted by laws, regulations or collective agreements; | yes | yes | CAO Reisbranche 2012-2013 Payment slip | Chapter 3 As a whole |
| <ul style="list-style-type: none"> ● comply with any obligation concerning the provision of social protection for workers in the country of operation; | yes | yes | CAO Reisbranche 2012-2013 TUI NL Personeelgids 2011 | Chapter 8 + chapter 9 As a whole |
| <ul style="list-style-type: none"> ● respect the right of workers to adhere to normal or agreed working hours established in laws, regulations or collective agreements. It should also provide workers with weekly rest and paid annual leave; | yes | yes | CAO Reisbranche 2012-2013 TUI NL Personeelgids 2011 | Chapter 3 As a whole |
| <ul style="list-style-type: none"> ● respect the family responsibilities of workers by providing reasonable working hours, parental leave and, when possible, childcare and other facilities that can help workers achieve a proper work-life balance; and ● compensate workers for overtime in accordance with laws, regulations or collective agreements. When requesting workers to work overtime, an organization should take into account the interests, safety and well-being of the workers concerned and any hazard inherent in the work. An organization should comply with laws and regulations prohibiting mandatory and non-compensated overtime, and always respect the basic human rights of workers concerning forced labour. | yes | yes | CAO Reisbranche 2012-2013 TUI NL Personeelgids 2011 | Chapter 6 As a whole Chapter 3 As a whole |
| Issue 3: Social dialogue | | | Social dialogue | |

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| An organization should: | | | | | |
| <ul style="list-style-type: none"> recognize the importance for organizations of social dialogue institutions, including at the international level, and applicable collective bargaining structures; | yes | yes | CAO Reisbranche 2012-2013 | As a whole | |
| <ul style="list-style-type: none"> respect at all times the right of workers to form or join their own organizations to advance their interests or to bargain collectively; | yes | yes | Gedragscodex | Openheid (p. 3) | |
| <ul style="list-style-type: none"> not obstruct workers who seek to form or join their own organizations and to bargain collectively, for instance by dismissing or discriminating against them, through reprisals or by making any direct or indirect threat so as to create an atmosphere of intimidation or fear; | yes | yes | CAO Reisbranche 2012-2013 Gedragscodex | As a whole Openheid (p. 3) | |
| <ul style="list-style-type: none"> where changes in operations would have major employment impacts, provide reasonable notice to the appropriate government authorities and representatives of the workers so that the implications may be examined jointly to mitigate any adverse impact to the greatest possible extent; | yes | yes | CAO Reisbranche 2012-2013 | Art. 35: Wet melding collectief ontslag (Hfd. 11) | |
| <ul style="list-style-type: none"> as far as possible, and to an extent that is reasonable and non-disruptive, provide duly designated worker representatives with access to authorized decision makers, to workplaces, to the workers they represent, to facilities necessary to perform their role and to information that will allow them to have a true and fair picture of the organization's finances and activities; and | yes | yes | CAO Reisbranche 2012-2013 | As a whole | |
| <ul style="list-style-type: none"> refrain from encouraging governments to restrict the exercise of the internationally recognized rights of freedom of association and collective bargaining. For example, organizations should avoid locating a subsidiary or sourcing from companies located in specialized industrial zones where freedom of association is restricted or prohibited, even if national regulation recognizes that right, and they should refrain from participating in incentive schemes based on such restrictions. | yes | no | | | |
| Issue 4: Health and safety at work | | | | Health and safety at work | |
| An organization should: | | | | | |
| <ul style="list-style-type: none"> develop, implement and maintain an occupational health and safety policy based on the principle that strong safety and health standards and organizational performance are mutually supportive and reinforcing; | yes | yes | Veiligheids procedure Staff Group Health & Safety policy Gedragscodex | Alarm As a whole Veiligheid en gezondheid (p. 5) | |
| <ul style="list-style-type: none"> understand and apply principles of health and safety management, including the hierarchy of controls: elimination, substitution, engineering controls, administrative controls, work procedures and personal protective equipment; | yes | yes | Arbowet- en -regelgeving Group Health & Safety policy Veiligheids procedure Staff Bedrijfsnoodplan ArkeFly Gedragscodex Group incident management policy Huisregels TUI Nederland TUI NL Procedure Risk Management 2012 | As a whole As a whole Alarm As a whole Veiligheid en gezondheid (p. 5) As a whole As a whole As a whole | |
| <ul style="list-style-type: none"> analyse and control the health and safety risks involved in its activities; | yes | yes | Risico inventarisatie & evaluatie 2004 Group incident management policy | As a whole As a whole | |
| <ul style="list-style-type: none"> communicate the requirement that workers should follow all safe practices at all times and ensure that workers follow the proper procedures; | yes | yes | Veiligheids procedure Staff: Alarm Huisregels TUI Nederland | As a whole As a whole | |
| <ul style="list-style-type: none"> provide the safety equipment needed, including personal protective equipment, for the prevention of occupational injuries, diseases and accidents, as well as for dealing with emergencies; | yes | yes | Arbowet- en -regelgeving | As a whole | |
| <ul style="list-style-type: none"> record and investigate all health and safety incidents and problems in order to minimize or eliminate them; | yes | yes | Registratieformulier ongevallen Arbowet- en -regelgeving Group incident management policy | As a whole As a whole As a whole | |
| <ul style="list-style-type: none"> address the specific ways in which occupational safety and health (OSH) risks differently affect women (such as those who are pregnant, have recently given birth or are breastfeeding) and men, or workers in particular circumstances such as people with disabilities, inexperienced or younger workers; | yes | yes | Arbowet- en -regelgeving | As a whole | |
| <ul style="list-style-type: none"> provide equal health and safety protection for part-time and temporary workers, as well as subcontracted workers; | yes | yes | Collective labour agreement 1 april 2012 Arbowet- en -regelgeving | As a whole As a whole | |
| <ul style="list-style-type: none"> strive to eliminate psychosocial hazards in the workplace, which contribute or lead to stress and illness; | yes | yes | Arbowet- en -regelgeving | As a whole | |
| <ul style="list-style-type: none"> provide adequate training to all personnel on all relevant matters; | yes | yes | BHV deelnemers | As a whole | |
| <ul style="list-style-type: none"> respect the principle that workplace health and safety measures should not involve monetary expenditures by workers; and | yes | yes | Arbowet- en -regelgeving | As a whole | |
| <ul style="list-style-type: none"> base its health, safety and environment systems on the participation of the workers concerned and recognize and respect the rights of workers to: <ul style="list-style-type: none"> obtain timely, full and accurate information concerning health and safety risks and the best practices used to address these risks; freely inquire into and be consulted on all aspects of their health and safety related to their work; refuse work that is reasonably considered to pose an imminent or serious danger to their life or | yes | yes | Group Health & Safety policy Group incident management policy Gedragscodex Veiligheids procedure Staff TUI NL Procedure Risk Management 2012 Arbowet- en -regelgeving | As a whole As a whole Veiligheid en gezondheid (p. 5) Alarm As a whole As a whole | |

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| | <p>health or to the lives and health of others; –seek outside advice from workers' and employers' organizations and others who have expertise; –report health and safety matters to the appropriate authorities; –participate in health and safety decisions and activities, including investigation of incidents and accidents; and –be free of the threat of reprisals for doing any of these things.</p> | | | | |
| Issue 5: Human development and training in the workplace | | | | Human development and training | |
| An organization should: | | | | | |
| | <ul style="list-style-type: none"> provide all workers at all stages of their work experience with access to skills development, training and apprenticeships, and opportunities for career advancement, on an equal and non-discriminatory basis; | yes | yes | Duurzaam Toerisme Jaarverslag '11 Training department | Be good (p. 38-41) |
| | <ul style="list-style-type: none"> ensure that, when necessary, workers being made redundant are helped to access assistance for new employment, training and counselling; | yes | yes | Interview HRM | |
| | <ul style="list-style-type: none"> establish joint labour-management programmes that promote health and well-being. | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Be good (p. 38-41) |
| Core subject: The environment | | | | | |
| Issue 1: Prevention of pollution | | | | Prevention of pollution | |
| To improve the prevention of pollution from its activities, an organization should: | | | | | |
| | <ul style="list-style-type: none"> identify the aspects and impacts of its decisions and activities on the surrounding environment; | yes | yes | Sustainable Development Report | De verschillende scans |
| | <ul style="list-style-type: none"> identify the sources of pollution and waste related to its activities; | yes | yes | Duurzaam Toerisme Jaarverslag '11 | De verschillende scans |
| | <ul style="list-style-type: none"> measure, record and report on its significant sources of pollution and reduction of pollution, water consumption, waste generation and energy consumption; | yes | yes | Sustainable Development Report Duurzaam Toerisme Jaarverslag '11 | De verschillende scans Milieubarometer |
| | <ul style="list-style-type: none"> implement measures aimed at preventing pollution and waste, using the waste management hierarchy, and ensuring proper management of unavoidable pollution and waste; | yes | yes | Sustainable Development Report Duurzaam Toerisme Jaarverslag '11 | Voorbeeld measures Be green (p. 30-37) |
| | <ul style="list-style-type: none"> engage with local communities regarding actual and potential polluting emissions and waste, related health risks, and actual and proposed mitigation measures; | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Buy green: Travelife (p. 11) |
| | <ul style="list-style-type: none"> implement measures to progressively reduce and minimize direct and indirect pollution within its control or influence, in particular through development and promotion of fast uptake of more environmentally friendly products and services; | yes | yes | Voorbeeld measures TUI NL Inkoopvoorwaarden Standard Agency Contract TUI NL | Art. 12 (p. 2) Appendix C. Sust. Tourism (p. 27-31) |
| | <ul style="list-style-type: none"> publicly disclose the amounts and types of relevant and significant toxic and hazardous materials used and released, including the known human health and environmental risks of these materials for normal operations as well as accidental releases; | no | no | | |
| | <ul style="list-style-type: none"> systematically identify and avoid the use: <ul style="list-style-type: none"> of banned chemicals defined by national law or of unwanted chemicals listed in international conventions; and where possible, of chemicals identified by scientific bodies or any other stakeholder with reasonable and verifiable grounds as being of concern. An organization should also seek to prevent use of such chemicals by organizations within its sphere of influence. Chemicals to avoid include, but are not limited to: ozone-depleting substances, persistent organic pollutants (POPs) and chemicals covered under the Rotterdam Convention, hazardous chemicals and pesticides (as defined by the World Health Organization), chemicals defined as carcinogenic (including exposure to smoke from tobacco products) or mutagenic, and chemicals that affect reproduction, are endocrine disrupting, or persistent, bio-accumulative and toxic (PBTs) or very persistent and very bioaccumulative (vPvBs); | yes | yes | TUI NL Inkoopvoorwaarden | Art. 11-12 (p. 2) |
| | <ul style="list-style-type: none"> implement an environmental accident prevention and preparedness programme and prepare an emergency plan covering accidents and incidents both on- and off-site and involving workers, partners, authorities, local communities and other relevant stakeholders. Such a programme should include, among other matters, hazard identification and risk evaluation, notification procedures and recall procedures, and communication systems, as well as public education and information. | no | no | | |
| Issue 2: Sustainable resource use | | | | Sustainable resource use | |
| In relation to all its activities an organization should: | | | | | |
| | <ul style="list-style-type: none"> identify the sources of energy, water and other resources used; | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Milieubarometer |
| | <ul style="list-style-type: none"> measure, record and report on its significant uses of energy, water and other resources; | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Milieubarometer |
| | <ul style="list-style-type: none"> implement resource efficiency measures to reduce its use of energy, water and other resources, considering best practice indicators and other benchmarks; | yes | yes | Duurzaam Toerisme Jaarverslag '11 Duurzaam Toerisme Jaarverslag '11 | Milieubarometer Voorbeeld measures |
| | <ul style="list-style-type: none"> complement or replace non-renewable resources where possible with alternative sustainable, renewable and low-impact sources; | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Voorbeeld measures |

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| <ul style="list-style-type: none"> ● use recycled materials and reuse water as much as possible; ● manage water resources to ensure fair access for all users within a watershed; ● promote sustainable procurement; ● consider adopting extended producer responsibility; and ● promote sustainable consumption. | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Voorbeeld measures |
| | no | no | | |
| | yes | yes | TUI NL Inkoopvoorwaarden | Art. 12 (p. 2) |
| | no | no | | |
| | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Voorbeeld measures |
| | | | Standard Agency Contract TUI NL | As a whole |
| | | | TUI NL Inkoopvoorwaarden | Art. 12 (p. 2) |
| Issue 3: Climate change mitigation and adaptation | | | | |
| Climate change mitigation and adaption | | | | |
| To mitigate climate change impacts related to its activities an organization should: | | | | |
| <ul style="list-style-type: none"> ● identify the sources of direct and indirect accumulated GHG emissions and define the boundaries (scope) of its responsibility; | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Milieubarometer |
| | | | Carbon Disclosure Project 2012 | As a whole |
| <ul style="list-style-type: none"> ● measure, record and report on its significant GHG emissions, preferably using methods well defined in internationally agreed standards. | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Milieubarometer |
| | | | Carbon Disclosure Project 2012 | As a whole |
| <ul style="list-style-type: none"> ● implement optimized measures to progressively reduce and minimize the direct and indirect GHG emissions within its control and encourage similar actions within its sphere of influence; | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Voorbeeld measures |
| | | | Carbon Disclosure Project 2012 | As a whole |
| | | | Sustainable Development Report | |
| <ul style="list-style-type: none"> ● review the quantity and type of significant fuels usage within the organization and implement programmes to improve efficiency and effectiveness. A life cycle approach should be undertaken to ensure net reduction in GHG emissions, even when low-emissions technologies and renewable energies are considered; | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Be Green: Voorbeeld measures |
| | | | Sustainable Development Report | |
| | | | Duurzaam Toerisme Jaarverslag '11 | Milieubarometer |
| | | | Carbon Disclosure Project 2012 | As a whole |
| <ul style="list-style-type: none"> ● prevent or reduce the release of GHG emissions (particularly those also causing ozone depletion) from land use and land use change, processes or equipment, including but not limited to heating, ventilation and air conditioning units; | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Be Green: Voorbeeld measures |
| | | | Sustainable Development Report | |
| | | | Carbon Disclosure Project 2012 | As a whole |
| <ul style="list-style-type: none"> ● realize energy savings wherever possible in the organization, including purchasing of energy efficient goods and development of energy efficient products and services; and ● consider aiming for carbon neutrality by implementing measures to offset remaining GHG emissions, for example through supporting reliable emissions reduction programmes that operate in a transparent way, carbon capture and storage or carbon sequestration. | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Be Green: Voorbeeld measures |
| | | | Sustainable Development Report | |
| | | | Duurzaam Toerisme Jaarverslag '11 | Be Green: Voorbeeld measures |
| | | | Sustainable Development Report | |
| To reduce vulnerability to climate change, an organization should: | | | | |
| <ul style="list-style-type: none"> ● consider future global and local climate projections to identify risks and integrate climate change adaptation into its decision making; | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Milieubarometer |
| <ul style="list-style-type: none"> ● identify opportunities to avoid or minimize damage associated with climate change and where possible take advantage of opportunities, to adjust to changing conditions; and | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Milieubarometer |
| <ul style="list-style-type: none"> ● implement measures to respond to existing or anticipated impacts and within its sphere of influence, contribute to building capacity of stakeholders to adapt. | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Be green: Vbld. measures (ook Travelife) |
| | | | Standard Agency Contract TUI NL | As a whole |
| | | | TUI NL Inkoopvoorwaarden | Art. 12 (p. 2) |
| Issue 4: Protection of the environment, biodiversity and restoration of natural habitats | | | | |
| Prot. of env. Bio. And rest. Of nat. hab. | | | | |
| In relation to all its activities an organization should: | | | | |
| <ul style="list-style-type: none"> ● identify potential adverse impacts on biodiversity and ecosystem services and take measures to eliminate or minimize these impacts; | yes | yes | Prot. Biodiveristy policy (March 2013) | Personal comm. Elise Allart 8/11/2012 |
| <ul style="list-style-type: none"> ● where feasible and appropriate, participate in market mechanisms to internalize the cost of its environmental impacts and create economic value in protecting ecosystem services; | yes | yes | Sustainable Development Report | Biodiversity strategy (p. 33-34) |
| <ul style="list-style-type: none"> ● give highest priority to avoiding the loss of natural ecosystems, second to restoring ecosystems, and finally, if the former two actions are not possible or fully effective, to compensating for losses through actions that will lead to a net gain in ecosystem services over time; | yes | yes | Prot. Biodiveristy policy (March 2013) | Personal comm. Elise Allart 8/11/2012 |
| <ul style="list-style-type: none"> ● establish and implement an integrated strategy for the administration of land, water and ecosystems that promotes conservation and sustainable use in a socially equitable way; | no | no | | |
| <ul style="list-style-type: none"> ● take measures to preserve any endemic, threatened or endangered species or habitat that may be adversely affected; | yes | yes | Standard Agency Contract TUI NL | Appendix C. Sust. Tourism (p. 27-31) |
| <ul style="list-style-type: none"> ● implement planning, design and operating practices as a way to minimize the possible environmental impacts resulting from its decisions on land use, including decisions related to agricultural and urban development; | no | no | | |
| <ul style="list-style-type: none"> ● incorporate the protection of natural habitat, wetlands, forest, wildlife corridors, protected areas and | no | no | | |

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| | agricultural lands into the development of buildings and construction works; <ul style="list-style-type: none"> ● adopt sustainable agricultural, fishing, and forestry practices including aspects related to animal welfare, for example, as defined in leading standards and certification schemes; ● progressively use a greater proportion of products from suppliers using more sustainable technologies and processes; ● consider that wild animals and their habitats are part of our natural ecosystems and should therefore be valued and protected and their welfare taken into account; and ● avoid approaches that threaten the survival or lead to the global, regional or local extinction of species or that allow the distribution or proliferation of invasive species. | no | no | | |
| | | yes | yes | Duurzaam Toerisme Jaarverslag '11 | Be green: Voorbeeld measures |
| | | yes | yes | Standard Agency Contract TUI NL | Appendix C. Sust. Tourism (p. 27-31) |
| | | yes | yes | Standard Agency Contract TUI NL Duurzaam Toerisme Jaarverslag '11 | Appendix C. Sust. Tourism (p. 27-31) |
| Core subject: Fair operating practices 6.6 | | | | | |
| Issue 1: Anti-corruption | | | | | |
| To prevent corruption an organization should: | | | | | |
| | <ul style="list-style-type: none"> ● identify the risks of corruption and implement and maintain policies and practices that counter corruption and extortion; | yes | yes | Gedragscodex Group prev. of bribery and corr. Policy Dutch Anti-corruption law | Corruption (p. 5) As a whole |
| | <ul style="list-style-type: none"> ● ensure its leadership sets an example for anti-corruption and provides commitment, encouragement and oversight for implementation of the anti-corruption policies; | yes | yes | TUI PLC Annual Report & Accounts 2011 | Governance (p. 55) |
| | <ul style="list-style-type: none"> ● support and train its employees and representatives in their efforts to eradicate bribery and corruption, and provide incentives for progress; | yes | yes | TUI PLC Annual Report & Accounts 2011 Compliance management | Governance (p. 55) E-learning modules (interview) |
| | <ul style="list-style-type: none"> ● raise the awareness of its employees, representatives, contractors and suppliers about corruption and how to counter it; | yes | yes | TUI PLC Annual Report & Accounts 2011 Sustainable Development Report '11-'12 | Governance (p. 55) Compliance Management System (p. 12) |
| | <ul style="list-style-type: none"> ● ensure that the remuneration of its employees and representatives is appropriate and for legitimate services only; | yes | yes | Collective labour agreement 1 april 2012 TUI NL personeelsgids | As a whole As a whole |
| | <ul style="list-style-type: none"> ● establish and maintain an effective system to counter corruption; | yes | yes | Compliance management Group Audit Services department | E-learning modules (interview) Compliance officer Belgium |
| | <ul style="list-style-type: none"> ● encourage its employees, partners, representatives and suppliers to report violations of the organization's policies and unethical and unfair treatment by adopting mechanisms that enable reporting and follow-up | yes | yes | Sustainable Development Report Employee confidential hotline TUI PLC Annual Report & Accounts 2011 | Whistleblower system (p. 14) + Interview Group wide end 2012 Whistle-blowing (p. 55) |
| | <ul style="list-style-type: none"> ● action without fear of reprisal; | yes | yes | Gedragscodex Sustainable Development Report TUI PLC Annual Report & Accounts 2011 | Procedure bij het geven van tips (p. 7) Whistleblower system (p. 14) Whistle-blowing (p. 55) |
| | <ul style="list-style-type: none"> ● bring violations of the criminal law to the attention of appropriate law enforcement authorities; and ● work to oppose corruption by encouraging others with which the organization has operating relationships to adopt similar anti-corruption practices. | yes | yes | Group fraud policy TUI NL Inkoopvoorwaarden Group charity policy and guidelines | Prosecution and disc. Action (p. 2) Art. 17.1f (p.2) Group Charity Policy (p. 1) |
| Issue 2: Responsible political involvement | | | | | |
| An organization should: | | | | | |
| | <ul style="list-style-type: none"> ● train its employees and representatives and raise their awareness regarding responsible political involvement and contributions, and how to deal with conflicts of interest; | yes | yes | TUI PLC Annual Report & Accounts 2011 Conflict of interest declaration Group CoD on close pers. relationships | Corporate govern. report (p. 51) As a whole As a whole |
| | <ul style="list-style-type: none"> ● be transparent regarding its policies and activities related to lobbying, political contributions and political involvement; | yes | yes | TUI PLC Annual Report & Accounts 2011 Duurzaam Toerisme Jaarverslag '11 Group charity policy and guidelines | Director's report (p. 48) Charitieve instellingen (p. 28) As a whole |
| | <ul style="list-style-type: none"> ● establish and implement policies and guidelines to manage the activities of people retained to advocate on the organization's behalf; | yes | yes | TUI PLC Annual Report & Accounts 2011 Gedragscodex | Strategic overview (p. 13) As a whole |
| | <ul style="list-style-type: none"> ● avoid political contributions that amount to an attempt to control or could be perceived as exerting undue influence on politicians or policymakers in favour of specific causes; and | yes | yes | All Group policies TUI PLC Annual Report & Accounts 2011 Group charity policy and guidelines Duurzaam Toerisme Jaarverslag '11 | Discover intranet Director's report (p. 48) As a whole Charitieve instellingen (p. 28) |
| | <ul style="list-style-type: none"> ● prohibit activities that involve misinformation, misrepresentation, threat or compulsion. | yes | yes | Gedragscodex | Documentatie & bedrijfsvoorvallen (p. 6) |
| Issue 3: Fair competition | | | | | |
| To promote fair competition, an organization should: | | | | | |
| | <ul style="list-style-type: none"> ● conduct its activities in a manner consistent with competition laws and regulations, and co-operate with the appropriate authorities; | yes | yes | Gedragscodex Membership ANVR Dutch law | Concurrentie (p. 5) Website ANVR Mededingingsrecht (Nma) |

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|---|---|-----|-----|---|---|
| | <ul style="list-style-type: none"> ● establish procedures and other safeguards to prevent engaging in or being complicit in anti-competitive behaviour; | yes | yes | Gedragscodex TUI SpeakUp line | Concurrentie (p. 5) Personeelsgids: Bijlage 10 (p. 85) |
| | <ul style="list-style-type: none"> ● promote employee awareness of the importance of compliance with competition legislation and fair competition; | yes | yes | Gedragscodex | Concurrentie (p. 5) |
| | <ul style="list-style-type: none"> ● support anti-trust and anti-dumping practices, as well as public policies that encourage competition; and | yes | yes | Gedragscodex Dutch law | Concurrentie (p. 5) Mededingingsrecht |
| | <ul style="list-style-type: none"> ● be mindful of the social context in which it operates and not take advantage of social conditions, such as poverty, to achieve unfair competitive advantage. | yes | yes | Gedragscodex | Concurrentie (p. 5) |
| Issue 4: Promoting social responsibility in the value chain | | | | | |
| To promote social responsibility in its value chain, an organization should: | | | | | |
| | <ul style="list-style-type: none"> ● integrate ethical, social, environmental and gender equality criteria, and health and safety, in its purchasing, distribution and contracting policies and practices to improve consistency with social responsibility objectives; | yes | yes | TUI NL Inkoopvoorwaarden Standard Agency Contract TUI NL | Art. 12 (p. 2) Appendix C. Sust. Tourism (p. 27-31) |
| | <ul style="list-style-type: none"> ● encourage other organizations to adopt similar policies, without indulging in anti-competitive behaviour in so doing; | yes | yes | Standard Agency Contract TUI NL TUI NL Inkoopvoorwaarden Duurzaam Toerisme Jaarverslag '11 | Appendix C. Sust. Tourism (p. 27-31) Art. 12 (p. 2) As a whole |
| | <ul style="list-style-type: none"> ● carry out appropriate due diligence and monitoring of the organizations with which it has relationships, with a view to preventing compromise of the organization's commitments to social responsibility; | yes | yes | Standard Agency Contract TUI NL TUI NL Inkoopvoorwaarden Duurzaam Toerisme Jaarverslag '11 | Appendix C. Sust. Tourism (p. 27-31) Art. 12 (p. 2) Audits (p. 12) |
| | <ul style="list-style-type: none"> ● consider providing support to SMOs, including awareness raising on issues of social responsibility and best practice and additional assistance (for example, technical, capacity building or other resources) to meet socially responsible objectives; | yes | yes | Duurzaam Toerisme Jaarverslag '11 Standard Agency Contract TUI NL Duurzaam Toerisme Jaarverslag '11 | Draagvlak voor samenwerking (p. 26-28) Appendix C. Sust. Tourism (p. 27-31) Audits (p. 12) |
| | <ul style="list-style-type: none"> ● actively participate in raising the awareness of organizations with which it has relationships about principles and issues of social responsibility; and | yes | yes | Standard Agency Contract TUI NL TUI NL Inkoopvoorwaarden Duurzaam Toerisme Jaarverslag '11 | Appendix C. Sust. Tourism (p. 27-31) Art. 12 (p. 2) Audits (p. 12) |
| | <ul style="list-style-type: none"> ● promote fair and practical treatment of the costs and benefits of implementing socially responsible practices throughout the value chain, including, where possible, enhancing the capacity of organizations in the value chain to meet socially responsible objectives. This includes adequate purchasing practices, such as ensuring that fair prices are paid and that there are adequate delivery times and stable contracts. | yes | yes | Standard Agency Contract TUI NL TUI NL Inkoopvoorwaarden Duurzaam Toerisme Jaarverslag '11 Travelife | Appendix C. Sust. Tourism (p. 27-31) Art. 12 (p. 2) Ketenvaerantwoordelijkheid (p. 10) Duurzaam Toerisme Jaarverslag '11 |
| Issue 5: Respect for property rights | | | | | |
| An organization should: | | | | | |
| | <ul style="list-style-type: none"> ● implement policies and practices that promote respect for property rights and traditional knowledge; | yes | yes | Standard Agency Contract TUI NL TUI NL Inkoopvoorwaarden | Art 13 (p. 15) Art. 22 (p. 4) |
| | <ul style="list-style-type: none"> ● conduct proper investigations to be confident it has lawful title permitting use or disposal of property; | yes | no | | |
| | <ul style="list-style-type: none"> ● not engage in activities that violate property rights, including misuse of a dominant position, counterfeiting and piracy; | yes | no | | |
| | <ul style="list-style-type: none"> ● pay fair compensation for property that it acquires or uses; and | yes | no | | |
| | <ul style="list-style-type: none"> ● consider the expectations of society, human rights and basic needs of the individual when exercising and protecting its intellectual and physical property rights. | yes | no | | |
| Core subject: Consumer issues | | | | | |
| Main principles | | | | | |
| The UN Guidelines for Consumer Protection and the International Covenant on Economic, Social and Cultural Rights express principles that should guide socially responsible practices regarding the legitimate needs of consumers, including satisfaction of basic needs and the right of everyone to an adequate standard of living, including adequate food, clothing and housing, and to the continuous improvement of living conditions and availability of essential products and services, including financial. They also include the right to promote just, equitable and sustainable economic and social development and environmental protection. These legitimate needs include: | | | | | |
| | <ul style="list-style-type: none"> ● safety. The right of access to non-hazardous products and protection of consumers from hazards to their health and safety stemming from production processes, products and services; | yes | yes | Standard Agency Contract TUI NL Algemene Informatie Reizen Destination information magazines Brochure Food Hygiene Brochure Legionellen Brochure Pool Safety | Appendix C. Sust. Tourism (p. 27-31) As a whole As a whole As a whole As a whole As a whole |

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| | | | | Algemene Reisinvoorwaarden TUI NL | As a whole |
| | <ul style="list-style-type: none"> ● being informed. Access of consumers to adequate information to enable them to make informed choices according to individual wishes and needs and to be protected against dishonest or misleading advertising or labelling; | yes | yes | Membership ANVR and SGR | Website ANVR and SGR |
| | | | | Algemene Informatie Reizen | As a whole |
| | | | | Destination information magazines | As a whole |
| | | | | Algemene Reisinvoorwaarden TUI NL | As a whole |
| | <ul style="list-style-type: none"> ● making choices. The promotion and protection of the economic interests of consumers, including the ability to select from a range of products and services, offered at competitive prices with an assurance of satisfactory quality; | yes | yes | Membership ANVR and SGR | Website ANVR and SGR |
| | | | | | |
| | <ul style="list-style-type: none"> ● being heard. Freedom to form consumer and other relevant groups or organizations and the opportunity of such organizations to present their views in decision-making processes affecting them, especially in the making and execution of government policy, and in the development of products and services; | yes | yes | Membership ANVR and SGR | Website ANVR and SGR |
| | | | | Sustainable Development Report '11-'12 | Dialogue with our stakeholders (p. 9) |
| | | | | | |
| | <ul style="list-style-type: none"> ● redress. Availability of effective consumer redress, in particular in the form of fair settlement of just claims, including compensation for misrepresentation, badly made products or unsatisfactory services; | yes | yes | Membership ANVR and SGR | Website ANVR and SGR |
| | <ul style="list-style-type: none"> ● education. Consumer education, including education on the environmental, social and economic impacts of consumer choice, enables consumers to make informed, independent choices about products and services while being aware of their rights and responsibilities and how to act on them; and | yes | yes | Membership ANVR and SGR | Website ANVR and SGR |
| | | | | Duurzaam Toerisme Jaarverslag '11 | Sell Green (p. 21-25) |
| | | | | Algemene Informatie Reizen | As a whole |
| | | | | Destination information magazines | As a whole |
| | | | | TUI NL and affiliate websites | As a whole |
| | <ul style="list-style-type: none"> ● healthy environment. This is an environment that is not threatening to the well-being of present and future generations. Sustainable consumption includes meeting the needs of present and future generations for products and services in ways that are economically, socially and environmentally sustainable. | yes | yes | Standard Agency Contract TUI NL | Appendix C. Sust. Tourism (p. 27-31) |
| | | | | Duurzaam Toerisme Jaarverslag '11 | As a whole |
| | | | | | |
| | | | | | |
| Additional principles include: | | | | | |
| | <ul style="list-style-type: none"> ● respect for the right to privacy. This is drawn from the Universal Declaration of Human Rights, Article 12, which provides that no one be subjected to arbitrary interference with their privacy, family, home or correspondence, or to attacks upon their honour and reputation, and that everyone has the right to the protection of the law against such interference or attacks; | yes | yes | Sustainable Development Report '11-'12 | UN Global Compact embraced (p. 12) |
| | | | | Sustainable Development Report '11-'12 | Committed to HR (UNWTO) (p. 52) |
| | | | | Standard Agency Contract TUI NL | Art 5. Data protection measures |
| | | | | TUI NL Personeelsgids 2011 | Bijlage 7: Privacy Conventant (p. 23-27) |
| | <ul style="list-style-type: none"> ● the precautionary approach. This is drawn from the Rio Declaration on Environment and Development and subsequent declarations and agreements, which advance the concept that where there are threats of serious or irreversible damage to the environment or human health, lack of full scientific certainty should not be used as a reason for postponing cost-effective measures to prevent environmental degradation or damage to human health. When considering cost-effectiveness of a measure, an organization should consider the long-term costs and benefits of that measure, not only the short-term economic costs to the organization; | yes | yes | TUI PLC Annual Report & Accounts 2011 | Principal Risks (p. 20-23) |
| | | | | TUI NL Procedure Risk Management 2012 | As a whole |
| | | | | | |
| | | | | | |
| | <ul style="list-style-type: none"> ● promotion of gender equality and empowerment of women. This is drawn from the Universal Declaration of Human Rights and the Millennium Development Goals. It provides an additional basis on which to analyse consumer issues and prevent perpetuation of gender stereotypes ; and | yes | yes | Gedragscodex | Openheid en Tolerantie (p. 3) |
| | | | | Duurzaam Toerisme Jaarverslag '11 | Samenwerken op bestemmingen (p. 27) |
| | | | | | |
| | <ul style="list-style-type: none"> ● promotion of universal design. This is the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design. There are seven principles to universal design: equitable use, flexibility in use, simple and intuitive use, perceptible information, tolerance for error, low physical effort and size and space for approach and use. | no | no | | |
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| Issue 1: Fair marketing, factual and unbiased information and fair contractual practices | | | | Fair marketing | |
| | | | | | |
| When communicating with consumers, an organization should: | | | | | |
| | <ul style="list-style-type: none"> ● not engage in any practice that is deceptive, misleading, fraudulent or unfair, unclear or ambiguous, including omission of critical information; | yes | yes | ANVR ReclameCode Reisaanbiedingen | As a whole |
| | | | | Dutch law | |
| | <ul style="list-style-type: none"> ● consent to sharing relevant information in a transparent manner which allows for easy access and comparisons as the basis for an informed choice by the consumer; | yes | yes | ANVR ReclameCode Reisaanbiedingen | As a whole |
| | | | | Dutch law | |
| | <ul style="list-style-type: none"> ● clearly identify advertising and marketing; | yes | yes | ANVR ReclameCode Reisaanbiedingen | As a whole |
| | <ul style="list-style-type: none"> ● openly disclose total prices and taxes, terms and conditions of the products and services (as well as any accessory required for use) and delivery costs. When offering consumer credit, provide details of the actual annual interest rate as well as the annual percentage rate (APR) charged, which includes all the costs involved, amount to be paid, number of payments and the due dates of instalment payments; | yes | yes | ANVR ReclameCode Reisaanbiedingen | As a whole |
| | | | | Dutch law | |
| | <ul style="list-style-type: none"> ● substantiate claims or assertions by providing underlying facts and information upon request; | yes | yes | ANVR ReclameCode Reisaanbiedingen | As a whole |
| | <ul style="list-style-type: none"> ● not use text, audio or images that perpetuate stereotyping in regard to, for example, gender, religion, race, disability or personal relationships; | yes | yes | Gedragscodex | Openheid en Tolerantie (p. 3) |
| | | | | ANVR ReclameCode Reisaanbiedingen | As a whole |
| | <ul style="list-style-type: none"> ● give primary consideration in advertising and marketing to the best interests of vulnerable groups, | yes | yes | Duurzaam Toerisme jaarverslag 2011 | Verantwoord merk (p. 21) |

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| <p>including children, and not engage in activities that are detrimental to their interests;</p> <ul style="list-style-type: none"> provide complete, accurate, and understandable information that can be compared in official or commonly used languages at the point of sale and according to applicable regulations on: <ul style="list-style-type: none"> all important aspects of products and services, including financial and investment products, ideally taking into account the full life cycle; the key quality aspects of products and services as determined using standardized test procedures, and compared, when possible, to average performance or best practice. Provision of such information should be limited to circumstances where it is appropriate and practical and would assist consumers; health and safety aspects of products and services, such as potentially hazardous use, hazardous materials and hazardous chemicals contained in or released by products during their life cycle; information regarding accessibility of products and services; and the organization's location, postal address, telephone number and e-mail address, when using domestic or cross-border distance selling, including by means of the Internet, e-commerce, or mail order; | yes | yes | Dutch law ANVR ReclameCode Reisaanbiedingen Algemene Informatie Reizen Destination information magazines Algemene Reisvoorwaarden TUI NL Dutch law | As a whole As a whole As a whole As a whole |
| <ul style="list-style-type: none"> use contracts that: <ul style="list-style-type: none"> are written in clear, legible and understandable language; do not include unfair contract terms, such as the unfair exclusion of liability, the right to unilaterally change prices and conditions, the transfer of risk of insolvency to consumers or unduly long contract periods, and avoid predatory lending practices including unreasonable credit rates; and provide clear and sufficient information about prices, features, terms, conditions, costs, the duration of the contract and cancellation periods. | yes | yes | ANVR ReclameCode Reisaanbiedingen Algemene Reisvoorwaarden TUI NL Dutch law | As a whole As a whole |
| Issue 2: Protecting consumers' health and safety | | | Prot. Consumers health and safety | |
| <p>In protecting the health and safety of consumers, an organization should take the following actions and pay special attention to vulnerable groups (with special attention to children) that might not have the capacity to recognize or assess potential dangers. It should:</p> | | | | |
| <ul style="list-style-type: none"> provide products and services that, under normal and reasonably foreseeable conditions of use, are safe for users and other persons, their property, and the environment; | yes | yes | Gedragscodex Duurzaam Toerisme jaarverslag 2011 Group Health & Safety policy | Veiligheid en gezondheid (p. 5) Sell Green (Process) As a whole |
| <ul style="list-style-type: none"> assess the adequacy of health and safety laws, regulations, standards and other specifications to address all health and safety aspects. An organization should go beyond minimum safety requirements where there is evidence that higher requirements would achieve significantly better protection, as indicated by the occurrence of accidents involving products or services that conform to the minimum requirements, or the availability of products or product designs that can reduce the number or severity of accidents; | yes | yes | TUI PLC Annual Report & Accounts 2011 Group Health & Safety policy Gedragscodex Duurzaam Toerisme jaarverslag 2011 Health & Safety department TUI NL TUI PLC Annual Report & Accounts 2011 | Customer Safety (p. 27) As a whole Veiligheid en gezondheid (p. 5) Sell Green (Process) Department Customer Safety (p. 27) |
| <ul style="list-style-type: none"> when a product, after having been placed on the market, presents an unforeseen hazard, has a serious defect or contains misleading or false information, stop the services or withdraw all products that are still in the distribution chain. An organization should recall products using appropriate measures and media to reach people who purchased the product or made use of the services and compensate consumers for losses suffered. Measures for traceability in its value chain may be pertinent and useful; | no | no | | |
| <ul style="list-style-type: none"> minimize risks in the design of products by: <ul style="list-style-type: none"> identifying the likely user group(s), the intended use and the reasonably foreseeable misuse of the process, product or service, as well as hazards arising in all the stages and conditions of use of the product or service and, in some cases, provide specially tailored products and services for vulnerable groups; estimating and evaluating the risk to each identified user or contact group, including pregnant woman, arising from the hazards identified; and reducing the risk by using the following order of priority: inherently safe design, protective devices and information for users; | no | no | | |
| <ul style="list-style-type: none"> assure the appropriate design of information on products and services by taking into account different consumer needs and respecting differing or limited capacities of consumers, especially in terms of time allocated to the information process; | no | no | | |
| <ul style="list-style-type: none"> in product development, avoid the use of harmful chemicals, including but not limited to those that are carcinogenic, mutagenic, toxic for reproduction, or persistent and bio-accumulative. If products containing such chemicals are offered for sale, they should be clearly labelled; | no | no | | |
| <ul style="list-style-type: none"> as appropriate, perform a human health risk assessment of products and services before the introduction of new materials, technologies or production methods, and, when appropriate, make documentation | no | no | | |

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| | available to consumers; | | | | |
| | ● convey vital safety information to consumers using symbols wherever possible, preferably those that have been internationally agreed, in addition to the textual information; | no | no | | |
| | ● instruct consumers in the proper use of products and warn them of the risks involved in intended or normally foreseeable use; and | no | no | | |
| | ● adopt measures that prevent products from becoming unsafe through improper handling or storage while in the care of consumers. | no | no | | |
| Issue 3: Sustainable consumption | | | | | |
| | | | | Sustainable consumption | |
| To contribute to sustainable consumption, an organization, where appropriate, should: | | | | | |
| | ● promote effective education empowering consumers to understand the impacts of their choices of products and services on their well being and on the environment. Practical advice can be provided on how to modify consumption patterns and to make necessary changes; | yes | yes | Duurzaam Toerisme jaarverslag 2011 Destination information brochures Algemene Informatie Reizen | Sell Green (Process) Duurzaam Toerisme (div. brochures) Duurzaam Toerisme (p. 2) |
| | ● offer consumers socially and environmentally beneficial products and services considering the full life cycle, and reduce adverse impacts on society and the environment by: | yes | yes | Duurzaam Toerisme jaarverslag 2011 Duurzaam Toerisme jaarverslag 2011 Destination information brochures Algemene Informatie Reizen Algemene Reisvoorwaarden TUI NL Duurzaam Toerisme jaarverslag 2011 | Sell Green (Process) Buy Green (Process) Duurzaam Toerisme (div. brochures) Duurzaam Toerisme (p. 2) As a whole Green tree Symbol (p. 22) |
| | – eliminating, where possible, or minimizing any negative health and environmental impact of products and services, and where less harmful and more efficient alternatives exist, providing the choice of products or services that have less adverse effects on the society and the environment; | | | | |
| | – designing products and packaging so that they can be easily used, reused, repaired or recycled and, if possible, offering or suggesting recycling and disposal services; | | | | |
| | – preferring supplies that can contribute to sustainable development; | | | | |
| | – offering high quality products with longer product life, at affordable prices; | | | | |
| | – providing consumers with scientifically reliable, consistent, truthful, accurate, comparable and verifiable information about the environmental and social factors related to production and delivery of its products or services, including, where appropriate, information on resource efficiency, taking the value chain into account; | | | | |
| | – providing consumers with information about products and services, including on: performance, impacts on health, country of origin, energy efficiency (where applicable), contents or ingredients (including, where appropriate, use of genetically modified organisms and nanoparticles), aspects related to animal welfare (including, where appropriate, use of animal testing) and safe use, maintenance, storage and disposal of the products and their packaging; and | | | | |
| | – making use of reliable and effective, independently verified labelling schemes or other verification schemes, such as eco-labelling or auditing activities, to communicate positive environmental aspects, energy efficiencies, and other socially and environmentally beneficial characteristics of products and services. | | | | |
| Issue 4: Consumer service, support, and complaint and dispute resolution | | | | | |
| | | | | Consumer service | |
| An organization should: | | | | | |
| | ● take measures to prevent complaints by offering consumers, including those who obtain products through distance selling, the option to return products within a specified period or obtain other appropriate remedies; | no | no | | |
| | ● review complaints and improve practices in response to complaints; | yes | yes | Contact Center Klachtafhandeling | As a whole |
| | ● if appropriate, offer warranties that exceed periods guaranteed by law and are suitable for the expected length of product life; | no | no | | |
| | ● clearly inform consumers how they can access after-supply services and support as well as dispute resolution and redress mechanisms; | yes | yes | Algemene Reisinvoorwaarden TUI NL Websites affiliates Membership ANVR and SGR Algemene Informatie Reizen | 14. Niet helemaal tevreden (p. 8) Consumentenvoorwaarden Klantenservice (p. 8) |
| | ● offer adequate and efficient support and advice systems; offer maintenance and repair at a reasonable price and at accessible locations and make information readily accessible on the expected availability of spare parts for products; and | no | no | | |
| | ● make use of alternative dispute resolution, conflict resolution and redress procedures that are based on national or international standards, are free of charge or are at minimal cost to consumers, and that do not require consumers to waive their rights to seek legal recourse. | yes | yes | Membership ANVR and SGR | Consumentenvoorwaarden |
| Issue 5: Consumer data protection and privacy | | | | | |
| | | | | Cons. Data protection and privacy | |

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|--|-----|-----|--|---|--|
| <i>To prevent personal data collection and processing from infringing privacy, an organization should:</i> | | | | | |
| <ul style="list-style-type: none"> ● <i>limit the collection of personal data to information that is either essential for the provision of products and services or provided with the informed and voluntary consent of the consumer;</i> | yes | yes | Standard Agency Contract TUI NL Gedragscodex Dutch law Algemene reisvoorwaarden | Art 5. Data protection measures Gegevensbescherming (p. 4) Wet bescherming persoonsgegevens 7.12 Vertrouwelijk & persoonsgeg. (p. 3) | |
| <ul style="list-style-type: none"> ● <i>refrain from making the use of services or the claim to special offers contingent on agreement by the consumer to the unwanted use of data for marketing purposes;</i> | yes | yes | Standard Agency Contract TUI NL Dutch law Algemene reisvoorwaarden | Art 5. Data protection measures Wet bescherming persoonsgegevens 7.12 Vertrouwelijk & persoonsgeg. (p. 3) | |
| <ul style="list-style-type: none"> ● <i>only obtain data by lawful and fair means;</i> | yes | yes | Gedragscodex | Gegevensbescherming (p. 4) | |
| <ul style="list-style-type: none"> ● <i>specify the purpose for which personal data are collected, either before or at the time of data collection; not disclose, make available or otherwise use personal data for purposes other than those specified, including marketing, except with the informed and voluntary consent of the consumer or when required by the law;</i> | yes | yes | Algemene reisvoorwaarden Dutch law | 7.12 Vertrouwelijk & persoonsgeg. (p. 3) Wet bescherming persoonsgegevens | |
| <ul style="list-style-type: none"> ● <i>provide consumers with the right to verify whether the organization has data relating to them and to challenge these data, as defined by law. If the challenge is successful, the data should be erased, rectified, completed or amended, as appropriate;</i> | yes | yes | Personal Communication (19-02-'13) Dutch law | Wet bescherming persoonsgegevens | |
| <ul style="list-style-type: none"> ● <i>protect personal data by adequate security safeguards;</i> | yes | yes | Dutch law Personal Communication (19-02-'13) | Wet bescherming persoonsgegevens | |
| <ul style="list-style-type: none"> ● <i>be open about developments, practices and policies regarding personal data, and provide readily available ways of establishing the existence, nature and main uses of personal data; and</i> | yes | yes | Algemene reisvoorwaarden | As a whole | |
| <ul style="list-style-type: none"> ● <i>disclose the identity and usual location of the person accountable for data protection in the organization (sometimes called the data controller), and hold this person accountable for complying with the above measures and applicable law.</i> | yes | yes | Personal Communication (19-02-'13) | | |
| Issue 6: Access to essential services | | | | Access to essential services | |
| <i>An organization that supplies essential services should:</i> | | | | | |
| <ul style="list-style-type: none"> ● <i>not disconnect essential services for non-payment without providing the consumer or group of consumers with the opportunity to seek reasonable time to make the payment. It should not resort to collective disconnection of services that penalize all consumers regardless of payment;</i> | no | no | | | |
| <ul style="list-style-type: none"> ● <i>in setting prices and charges, offer, wherever permitted, a tariff that will provide a subsidy to those who are in need;</i> | no | no | | | |
| <ul style="list-style-type: none"> ● <i>operate in a transparent manner, providing information related to the setting of prices and charges;</i> | no | no | | | |
| <ul style="list-style-type: none"> ● <i>expand their coverage and provide the same quality and level of service without discrimination to all groups of consumers;</i> | no | no | | | |
| <ul style="list-style-type: none"> ● <i>manage any curtailment or interruption of supply in an equitable manner, avoiding discrimination against any group of consumers; and</i> | no | no | | | |
| <ul style="list-style-type: none"> ● <i>maintain and upgrade its systems to help prevent disruption of service.</i> | no | no | | | |
| Issue 7: Education and awareness | | | | Education and awareness | |
| <i>In educating consumers, an organization, when appropriate, should address:</i> | | | | | |
| <ul style="list-style-type: none"> ● <i>health and safety, including product hazards;</i> | yes | yes | Specific dest. & general information | Sust. tourism/health & safety/culture/law | |
| <ul style="list-style-type: none"> ● <i>information on appropriate laws and regulations, ways of obtaining redress and agencies and organizations for consumer protection;</i> | yes | yes | Specific dest. & general information Algemene Reisvoorwaarden TUI NL | Sust. tourism/health & safety/culture/law | |
| <ul style="list-style-type: none"> ● <i>product and service labelling and information provided in manuals and instructions;</i> | yes | yes | Specific dest. & general information | Sust. tourism/health & safety/culture/law | |
| <ul style="list-style-type: none"> ● <i>information on weights and measures, prices, quality, credit conditions and availability of essential services;</i> | yes | yes | Specific dest. & general information | Sust. tourism/health & safety/culture/law | |
| <ul style="list-style-type: none"> ● <i>information about risks related to use and any necessary precautions;</i> | yes | yes | Specific dest. & general information | Sust. tourism/health & safety/culture/law | |
| <ul style="list-style-type: none"> ● <i>financial and investment products and services;</i> | no | no | | | |
| <ul style="list-style-type: none"> ● <i>environmental protection;</i> | yes | yes | Specific dest. & general information | Sust. tourism/health & safety/culture/law | |
| <ul style="list-style-type: none"> ● <i>efficient use of materials, energy and water;</i> | yes | yes | Specific dest. & general information | Sust. tourism/health & safety/culture/law | |
| <ul style="list-style-type: none"> ● <i>sustainable consumption; and</i> | yes | yes | Specific dest. & general information | Sust. tourism/health & safety/culture/law | |
| <ul style="list-style-type: none"> ● <i>proper disposal of wrapping, waste, and products.</i> | no | no | Specific dest. & general information | Sust. tourism/health & safety/culture/law | |
| Core subject: Community involvement and development 6.8 | | | | | |
| Main principles | | | | Community involv. and dev.: main princ. | |
| <i>In addition to the principles of social responsibility outlined in Clause 4, the following specific principles are applicable to community involvement and development. An organization should:</i> | | | | | |
| <ul style="list-style-type: none"> ● <i>consider itself as part of, and not separate from, the community in approaching community involvement</i> | yes | yes | Code of conduct | Social Reponsibility (p. 8) | |

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| | and development; | | | | |
| | <ul style="list-style-type: none"> ● recognize and have due regard for the rights of community members to make decisions in relation to their community and thereby pursue, in the manner they choose, ways of maximizing their resources and opportunities; | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) (Dialogue) |
| | <ul style="list-style-type: none"> ● recognize and have due regard for the characteristics, for example, cultures, religions, traditions and history, of the community while interacting with it; and | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) TUI Care Foundation |
| | <ul style="list-style-type: none"> ● recognize the value of working in partnership, supporting the exchange of experiences, resources and efforts. | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| Issue 1: Community involvement | | | | | |
| Community involvement | | | | | |
| An organization should: | | | | | |
| | <ul style="list-style-type: none"> ● consult representative community groups in determining priorities for social investment and community development activities. Special attention should be given to vulnerable, discriminated, marginalized, unrepresented and under-represented groups, to involve them in a way that helps to expand their options and respect their rights; | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● consult and accommodate communities, including indigenous people, on the terms and conditions of development that affect them. Consultation should occur prior to development and should be based on complete, accurate and accessible information; | yes | yes | Sustainable Development Report | Dialogue with our stakeholders (p. 9) |
| | <ul style="list-style-type: none"> ● participate in local associations as possible and appropriate, with the objective of contributing to the public good and the development goals of communities; | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● maintain transparent relationships with local government officials and political representatives, free from bribery or improper influence; | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● encourage and support people to be volunteers for community service; and | yes | yes | Interview HRM | |
| | <ul style="list-style-type: none"> ● contribute to policy formulation and the establishment, implementation, monitoring and evaluation of development programmes. When doing so, an organization should respect the rights and have due regard for the views of others to express and defend their own interests. | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| Issue 2: Education and culture | | | | | |
| Education and culture | | | | | |
| An organization should: | | | | | |
| | <ul style="list-style-type: none"> ● promote and support education at all levels, and engage in actions to improve the quality of and access to education, promote local knowledge and help eradicate illiteracy; | yes | yes | Draagvlak voor samenwerking (p. 26-28) | Draagvlak voor samenwerking (p. 26-28) |
| | <ul style="list-style-type: none"> ● in particular, promote learning opportunities for vulnerable or discriminated groups; | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● encourage the enrolment of children in formal education and contribute to the elimination of barriers to children obtaining an education (such as child labour); | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● promote cultural activities where appropriate, recognize and value the local cultures and cultural traditions, consistent with the principle of respect for human rights. Actions to support cultural activities that empower historically disadvantaged groups are especially important as a means of combating discrimination; | yes | yes | Draagvlak voor samenwerking Human Rights + Cultures (zelfde boven) | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● consider facilitating human rights education and awareness raising; | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● help conserve and protect cultural heritage, especially where the organization's activities have an impact on it; and | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● where appropriate, promote the use of traditional knowledge and technologies of indigenous communities. | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| Issue 3: Employment creation and skills development | | | | | |
| Employment creation and skill dev. | | | | | |
| An organization should: | | | | | |
| | <ul style="list-style-type: none"> ● analyse the impact of its investment decisions on employment creation and, where economically viable, make direct investments that alleviate poverty through employment creation; | yes | no | | |
| | <ul style="list-style-type: none"> ● consider the impact of technology choice on employment and, where economically viable in the longer term, select technologies that maximize employment opportunities; | yes | no | | |
| | <ul style="list-style-type: none"> ● consider the impact of outsourcing decisions on employment creation, both within the organization making the decision and within external organizations affected by such decisions; | yes | no | | |
| | <ul style="list-style-type: none"> ● consider the benefit of creating direct employment rather than using temporary work arrangements; | yes | no | | |
| | <ul style="list-style-type: none"> ● consider participating in local and national skills development programmes, including apprenticeship programmes, programmes focused on particular disadvantaged groups, lifelong learning programmes and skills recognition and certification schemes; | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● consider helping to develop or improve skills development programmes in the community where these are inadequate, possibly in partnership with others in the community; | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |

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| | <ul style="list-style-type: none"> ● give special attention to vulnerable groups with regard to employment and capacity building; and ● consider helping to promote the framework conditions necessary to create employment. | yes | yes | Interview HRM | Interview HRM |
| | | yes | no | | |
| Issue 4: Technology development and access | | | | | |
| An organization should: | | | | | |
| | <ul style="list-style-type: none"> ● consider contributing to the development of innovative technologies that can help solve social and environmental issues in local communities; | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● consider contributing to the development of low-cost technologies that are easily replicable and have a high positive impact on poverty and hunger eradication; | no | no | | |
| | <ul style="list-style-type: none"> ● consider, where economically feasible, developing potential local and traditional knowledge and technologies while protecting the community's right to that knowledge and technology; | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● consider engaging in partnerships with organizations, such as universities or research laboratories, to enhance scientific and technological development with partners from the community, and employ local people in this work; and | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● adopt practices that allow technology transfer and diffusion, where economically feasible. Where applicable, an organization should set reasonable terms and conditions for licenses or technology transfer so as to contribute to local development. The capacity of the community to manage the technology should be considered and enhanced. | no | no | | |
| Issue 5: Wealth and income creation | | | | | |
| An organization should: | | | | | |
| | <ul style="list-style-type: none"> ● consider the economic and social impact of entering or leaving a community, including impacts on basic resources needed for the sustainable development of the community; | yes | no | | |
| | <ul style="list-style-type: none"> ● consider supporting appropriate initiatives to stimulate diversification of existing economic activity in the community; | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● consider giving preference to local suppliers of products and services and contributing to local supplier development where possible; | yes | yes | Tui NL Tender catering 2010 | MVO (p. 11) |
| | <ul style="list-style-type: none"> ● consider undertaking initiatives to strengthen the ability of and opportunities for locally based suppliers to contribute to value chains, giving special attention to disadvantaged groups within the community; | yes | no | | |
| | <ul style="list-style-type: none"> ● consider assisting organizations to operate within the appropriate legal framework; | no | no | | |
| | <ul style="list-style-type: none"> ● engage in economic activities with organizations that, owing to low levels of development, have difficulty meeting the legal requirements only where: <ul style="list-style-type: none"> – the purpose is to address poverty; – the activities of these organizations respect human rights, and there is a reasonable expectation that these organizations will consistently move towards conducting their activities within the appropriate legal framework; | no | no | | |
| | <ul style="list-style-type: none"> ● consider contributing to durable programmes and partnerships that assist community members, especially women and other socially disadvantaged and vulnerable groups to establish businesses and co-operatives, in improving productivity and promoting entrepreneurship. Such programmes could, for example, provide training in business planning, marketing, quality standards required to become suppliers, management and technical assistance, access to finance and facilitation of joint ventures; | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● encourage the efficient use of available resources including the good care of domesticated animals; | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● consider appropriate ways to make procurement opportunities more easily accessible to community organizations, including, for example, through capacity-building on meeting technical specifications, and making information about procurement opportunities available; | no | no | | |
| | <ul style="list-style-type: none"> ● consider supporting organizations and persons that bring needed products and services to the community, which can also generate local employment as well as linkages with local, regional and urban markets where this is beneficial for the welfare of the community; | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● consider appropriate ways to help in the development of community-based associations of entrepreneurs; | yes | yes | Draagvlak voor samenwerking | DT jaarverslag 2011 (p. 26-28) |
| | <ul style="list-style-type: none"> ● fulfil its tax responsibilities and provide authorities with the necessary information to correctly determine taxes due; and | yes | yes | Statement of payment of tax 2010 | |
| | <ul style="list-style-type: none"> ● consider contributing to superannuation and pensions for employees. | yes | yes | Financial statement TUI NL | |
| | | | | Collective labour agreement 1 april 2012 | |
| | | | | TUI NL Personeelsgids 2011 att. | Bijlage 8: Reg. Pensioenfonds (p. 28-39) |
| Issue 6: Health | | | | | |
| An organization should: | | | | | |
| | <ul style="list-style-type: none"> ● seek to eliminate negative health impacts of any production process, product or service provided by the organization; | yes | yes | Health & Safety department | Department |
| | <ul style="list-style-type: none"> ● consider promoting good health by, for example, contributing to access to medicines and vaccination and | yes | yes | Fit en gezond personeel | DT jaarverslag 2011 (p. 39) |

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|----------------------------|--|-----|-----|---|---|
| | <i>encouraging healthy lifestyles, including exercise and good nutrition, early detection of diseases, raising awareness of contraceptive methods and discouraging the consumption of unhealthy products and substances. Special attention should be given to child nutrition;</i> | | | | |
| | ● <i>consider raising awareness about health threats and major diseases and their prevention, such as HIV/AIDS, cancer, heart disease, malaria, tuberculosis and obesity; and</i> | yes | yes | Fit en gezond personeel | DT jaarverslag 2011 (p. 39) |
| | ● <i>consider supporting long lasting and universal access to essential health care services and to clean water and appropriate sanitation as a means of preventing illness.</i> | no | no | By Dutch law | |
| Issue 7: Social investment | | | | Social investment | |
| An organization should: | | | | | |
| | ● <i>take into account the promotion of community development in planning social investment projects. All actions should broaden opportunities for citizens, for example by increasing local procurement and any outsourcing so as to support local development;</i> | yes | yes | Draagvlak voor samenwerking DT Addendum Tour ops + Reisagenten | DT jaarverslag 2011 (p. 26-28) Lid 2b (p. 1-2) |
| | ● <i>avoid actions that perpetuate a community's dependence on the organization's philanthropic activities, on-going presence or support;</i> | yes | yes | Group charity policy and guidelines | Group charity policy |
| | ● <i>assess its own existing community-related initiatives and report to the community and to people within the organization and identify where improvements might be made;</i> | yes | yes | Duurzaam toerisme jaarverslag 2011 | Draagvlak voor samenwerking (p. 26-28) |
| | ● <i>consider partnering with other organizations, including government, business or NGOs to maximise synergies and make use of complementary resources, knowledge and skills; and</i> | yes | yes | Duurzaam toerisme jaarverslag 2011 | Draagvlak voor samenwerking (p. 26-28) |
| | ● <i>consider contributing to programmes that provide access to food and other essential products for vulnerable or discriminated groups and persons with low income, taking into account the importance of contributing to their increased capabilities, resources and opportunities.</i> | yes | yes | Duurzaam toerisme jaarverslag 2011 | Draagvlak voor samenwerking (p. 26-28) |
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