

# CORPORATE RESPONSIBILITY

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In this Corporate Responsibility (CR) chapter, covering the reporting period 2011, we brief our stakeholders and interested parties on how Kuoni addresses and improves the sustainability of its business.

This is the fourth official communication on CR of the Kuoni Group, the last version of which was printed for the 2010 annual reporting period. All Corporate Responsibility reporting, key performance indicators and online content are based on the latest internationally recognised guidelines of the Global Reporting Initiative (GRI-G3).

The aim of this chapter in the Kuoni Annual Report 2011 is to inform our stakeholders (employees, customers, shareholders and investors, suppliers, the media and the public) about our CR activities. This information is meant to brief the reader on the latest updates in the CR strategy, focus areas and initiatives as well as future goals and current performance. The content is kept as succinct as possible, highlighting only the latest progress in 2011. Further details on projects not covered in this chapter are found online at [www.kuoni.com](http://www.kuoni.com)

Additionally, information on how sustainability is integrated in individual operating units of the Kuoni Group is found throughout this report.

*Finding a balance between financial success, social responsibility and protecting the environment - this fundamental approach lies at the heart of Kuoni's corporate culture and is reflected in our corporate values. The Kuoni Group takes a long-term, entrepreneurial approach to the issue of sustainability in all of its activities along the value chain.*

■ Kuoni's sustainability strategy is coordinated centrally by the Corporate Responsibility department. Kuoni's Group Executive Board functions as the steering committee. The Corporate Responsibility department is the internal coordination and control centre for implementation in the company's day-to-day life. It is also the contact point for external stakeholders. Kuoni has built up and consolidated its Corporate Responsibility network within the group organisation. By establishing a "virtual CR team", made up of people from different business units, Kuoni has taken another step in the integration of CR into all of its activities. This network consists of twelve representatives of operational and functional areas, who ensure that sustainability issues are integrated into business processes, and that regional priorities are also identified.

## ■ CORPORATE RESPONSIBILITY: AREAS OF ACTIVITY

Kuoni focuses on five specific areas of activity within the field of Corporate Responsibility. These are: employee engagement, sustainability in the value chain, sustainable products and marketing, human rights, especially the rights of children, climate change and protecting the environment.

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■ STANDARDS AND CODES OF CONDUCT

■ *The Kuoni Code of Conduct*

*The Kuoni Code of Conduct sets out the ethical principles, including explicit ones relating to sustainability, that apply across the whole of the Kuoni Group – to the Board of Directors, management and all employees, including all subsidiaries operating under the Kuoni name or under other brand and company names.*

More about the Kuoni Code of Conduct as well as the Supplier Code of Conduct: [www.kuoni.com](http://www.kuoni.com) at Corporate Responsibility.

■ *The Supplier Code of Conduct*

*The Supplier Code of Conduct, which is a binding part of every hotel contract, requires compliance with social and environmental standards along the value chain.*

■ *Voluntary Commitments*

*More and more travel companies and hotels are campaigning actively against the commercial sexual exploitation of children. By signing the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism, Kuoni has committed itself to preventative measures to fight child prostitution. In line with the “Tourism Child Protection Code”, Kuoni provides information to its customers, places contractual obligations on its partners, and shows partner hotels and employees the best way to react if they become aware of child abuse.*

[www.thecode.org](http://www.thecode.org)

*Kuoni has signed up to the UNWTO Global Code of Ethics for Tourism (GCET). The aim of this comprehensive set of principles is to provide guidance to stakeholders in tourism development: central and local governments, local communities, the tourism industry and its employees and, of course, holidaymakers and visitors from abroad.*

[www.unwto.org/ethics/index.php](http://www.unwto.org/ethics/index.php)

[www.toinitiative.org/](http://www.toinitiative.org/)

*Kuoni is also a member of the Tour Operator Initiative. This is a Swiss-registered association open to all tour operators regardless of their size or location. Its aim is jointly to develop management tools and projects in holiday destinations in order to promote sustainable development.*

#### ■ STAKEHOLDER MANAGEMENT

*Active and constructive dialogue with stakeholder groups is crucial. It helps to adapt Kuonis CR strategy to society's needs, implement this strategy, predict where opportunities and risks will lie, and see our business from another perspective. At the same time it gives the company the chance to integrate valuable feedback about the current progress into the further development of Kuonis Corporate Responsibility strategy. Kuoni seeks and promotes structured dialogue with all stakeholder groups. This happens on two levels:*

■ *Kuoni organises an annual workshop for stakeholder groups on a specific theme. The "Wider Circle" meets once a year to discuss the chosen topic and suggest concrete opportunities for action. The workshop allows Kuoni to explore and discuss the topic with relevant stakeholder groups so Kuoni can identify the best way forward and implement the actions required.*

■ *Meanwhile, the "Inner Circle", made up of internal and external stakeholders, takes a critical look at Kuoni's sustainability strategy and suggests ways of developing and improving it. The aim of this consultative committee is to keep pushing the integration of sustainability into corporate strategy and policy, and into specific ongoing business activities.*

■ *Kuoni also maintains a constant exchange with stakeholder groups as it seeks valuable input about its current business activities. These stakeholders include non-governmental organisations (NGOs), the media, suppliers, employees, investors, customers and business partners. The stakeholder groups' different approaches, points of view and ways of*

#### ■ WORKSHOP FOR STAKEHOLDER GROUPS

The topic of the first of these dialogue sessions was "Fresh Water and Tourism". More than 30 representatives and experts working for external organisations, including the World Water Council, the Gender & Water Alliance and the UN Environmental Programme (UNEP), took part in the workshop, providing and discussing possible strategic areas of activity for Kuoni in the area of "water and tourism".

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*looking at issues help Kuoni to identify new opportunities and alternatives. Kuoni then works with its stakeholders on finding new and innovative solutions.*

■ FOCUS THEME: EMPLOYEES

■ Approach

*As one of the world's leading global leisure and destination management travel organisations, Kuoni acknowledges that it is the creativity, diversity and dedication of our employees that leads us down the path of success. The company depends on its employees to be its face and voice and seeks their commitment to reinforce the sustainability strategy. For our colleagues to better understand what Corporate Responsibility (CR) means at Kuoni, we focus on training, awareness building through group-wide CR Days and open dialogue.*

■ Kuoni employee satisfaction survey leads to plans for improvements

*Kuoni has vastly invested in internal communication over the last years; the global Intranet (K-Net) is available to all Kuoni employees worldwide. The EMPOWER survey, which was established in 2010, gives employees the opportunity to provide anonymous feedback and even to rate their direct managers.*

■ Third annual Corporate Responsibility Day brings fair travel closer to home

*Kuoni is dedicated to engage employees so that they better understand the concept of fair travel in their working lives. Therefore, building upon the success of the previous two Corporate Responsibility (CR) Days in 2009 and 2010, this year's worldwide Kuoni CR Day "Fair Trade @ Travel: Aware @ Fair" focused on the role of fair trade in tourism and daily life. Thoughts and ideas on how to travel more fairly and how Kuoni as a*

■ KUONI EMPLOYEES HOST CHRISTMAS RAFFLE BENEFITING CHARITY

*Through the annual CR Christmas Campaign, Kuoni employees have supported the charitable organisation Child's Dream in providing life-saving treatments and surgeries for children in Myanmar. Child's Dream was established in 2003 as a non-profit organisation dedicated to unconditional help for underprivileged children in the Mekong Sub-Region.*

More about this subject on page 60.

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*company can contribute to a more sustainable tourism development took centre stage. Employees were also encouraged to take the “Fair Tourist Pledge” based on the Global Code of Ethics for Tourism by the UN World Tourism Organisation. As part of the CR Day, colleagues worldwide were invited to participate in a recipe competition which featured dishes oriented to their local cultures and which incorporated fair trade products wherever possible. The recipes reflected the cultural diversity of the Kuoni workforce and were shared with all colleagues in the form of a cookbook, the “Good Food Diary”.*

■ FOCUS THEME: SUSTAINABLE VALUE CHAINS

*Kuoni’s value chain consists of several thousand independent companies as well as own operations in more than 50 countries worldwide. Supporting and encouraging the different members of our value chain to improve their sustainability performance is one of our most important aims – as well as, due to its complexity, one of our greatest challenges.*

■ *Monitoring the sustainability performance of all core properties*

*Kuoni has 16 staff trained as Travelife auditors who have monitored all core hotel partners – constituting several hundred suppliers worldwide. These core properties cover more than 25% of the passenger volume of the Outbound Europe Division of the Kuoni Group. The hotels fulfil the minimum standards set in the Kuoni Supplier Code of Conduct, and are audited according to the Travelife Sustainability System, an internationally recognised certification scheme for sustainable tourism. On the whole, 90 core properties have achieved award level, which means that 7% of Kuoni’s bednight-volume are in hotels with certified sustainability performance. Through Travelife, hotels are supported in improving their sustainability performance as each audited hotel receives a list with suggestions for improvements and is directed to further help online.*

More information about the management of the sustainable value chain on [www.kuoni.com](http://www.kuoni.com) at Corporate Responsibility.

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■ *Supporting suppliers at key destinations*

*Kuoni contributes to capacity building not only through Travelife (see above), but also through workshops for its key suppliers in the destinations. In 2011, Kuoni organised and supported workshops in the Dominican Republic, Mexico and Kenya. It has also continued its partnership with local NGOs in Bulgaria, India and South Africa, which further support hotel partners in these destinations.*

■ *Active participation in the Travelife Sustainability System*

*Kuoni is an active member of the Travelife steering committee and contributes its expertise and time to the development of this industry-wide certification system for sustainable tourism. Kuoni supports Travelife in this critical phase, whereby the scheme is transforming itself from a second party to a third-party monitoring system and which entails a criteria review. The company also encourages and supports Travelife in becoming accredited by the Global Sustainable Tourism Criteria. Kuoni sees benefits from being actively involved in Travelife: The multi-stakeholder approach of the criteria review committee and the exchange between the Travelife experts and representatives from other European tour operators and NGOs spurs further progress towards sustainability within the whole industry.*

■ **INTEGRATING SUSTAINABILITY AT PROCUREMENT & PRODUCTION**

Since early 2010, Kuoni's centralised Procurement and Production (P&P) Unit of the Outbound Europe Division is the interface between the various market regions and the suppliers at the destinations. All members of the P&P Unit, known as Destination Insiders, regularly participate in internal workshops and trainings on sustainable travel. For example, participants are trained on the Kuoni Supplier Code of Conduct with the aim of effectively integrating it into all contracts with hotel partners. In order to further develop CR requirements for the P&P Unit, a working group consisting of CR and P&P specialists collaborates to conceptualise new ideas and procedures.

This approach of leveraging sustainability through internal procurement and production units will be expanded to the other two Kuoni divisions in the near future.

#### ■ SUSTAINABILITY IN THE MASS MARKET

The way a hotel is managed largely influences working conditions, impacts local nature conservation and affects how local communities benefit from tourism.

To increase the number of sustainable hotels in the Kuoni portfolio, the company works with the sustainability certification system Travelife. We are committed to improving the current standard of communication regarding sustainability certified hotels in the future, in order to increase consumers' awareness and increase the sales of certified hotels in the mass market. Efforts are planned to enhance the labelling of these hotels in print and on online customer communication.

#### ■ Integration of sustainable supply chain management

*The Supplier Code of Conduct is now integrated in more than 90% of all contracts of the Kuoni Procurement and Production Unit for the Outbound Europe Division (leisure travel) as well as in the destination management specialists. All staff responsible for procurement and contracting at the Outbound Europe Division have been trained in sustainable supply chain management and the minimum sustainability standards for hotels as described in the Supplier Code of Conduct.*

#### ■ FOCUS THEME: SUSTAINABLE PRODUCTS

*Kuoni takes strong pride in the relationships it has built with its customers. And it is committed to seeing these relationships continue to grow toward responsible travel and sustainable tourism. Besides generally improving its product line via knowledge transfer workshops and the sustainability audits implemented by Travelife, particular attention is also paid to customers who have expressed wishes for sustainable travel packages.*

#### ■ Kuoni UK launches sustainable travel line ananea

*Count pink and grey river dolphins in Peru, establish a habitat for cheetahs in Namibia, discover Vietnam whilst supporting the NGO Green Cross in their work with disabled children or volunteer in northern Thailand to teach English to rural communities. These are just some of the experiences created by Kuoni and available in its sustainable product line ananea, which is in its sixth edition in Switzerland and was launched in 2011 in the UK. The holidays under the ananea brand - a word that derives from the ancient Greek word for "renewal" - are available via an e-brochure in the UK which features video streaming and stunning slide shows.*

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■ *Kuoni becomes first tour operator in the UK to be Fair Trade certified*

*Kuoni has launched the UK's first ever Fair Trade travel package. This pioneering travel package marks the first time in the 50-year history of the global Fair Trade movement that systems have been developed to monitor the international trade in tourism services. Kuoni's 13-day Fair Trade Garden Route Tour is certified by Fair Trade in Tourism South Africa (FITSA), which ensures that all components of the holiday (including Kuoni itself, accommodation, activities and all contractual relationships in the value chain) have been audited against Fair Trade Tourism standards.*

*The standards are designed to ensure that workers and affected communities benefit from tourism through long-term trading relationships, full prepayment and binding cancellation agreements. An additional amount (called a premium) is incorporated into the retail price of each holiday package and channelled into a cooperatively-managed fund for development projects.*

■ *Bamboo crafts centre in Thailand supported via Kuoni's volunteer travel programme*

*In collaboration with Kuoni, a local tour operator called Track of the Tiger, along with local NGO Volunteers Without Borders (VWB), is establishing a bamboo curing plant and crafts centre in the Thai village of Ban Mae Lai. The village, currently threatened by mass outmigration to urban centres, hopes that the curing facility will provide revenue earning opportunities. Curing will extend the lifetime of bamboo from 2 to 7-10 years and thus increase its market value. Crafts production may increase in value by up to 400%. Kuoni will fund the project over a period of three years, and will provide knowledge transfer to Track of the Tiger in marketing and sales, as well as cultural immersion programmes to its customers via the sustainable product line ananea.*

#### ■ CONTINUED ENGAGEMENT IN CHILD PROTECTION IN THE DOMINICAN REPUBLIC

As part of its commitment to the Child Protection Code, Kuoni has been engaged in protecting children against commercial and sexual exploitation in the tourism industry in the Dominican Republic since 2007. In addition to the series of four workshops organised and facilitated by Kuoni in 2007 and 2010, two further workshops took place in September 2011 in Cabarete and Punta Cana.

In collaboration with the Ministry of Tourism and “Movimiento Para el Autodesarrollo Internacional de la Solidaridad” (MAIS), a local non-profit organisation dedicated to prevent the abuse and mistreatment of children, including commercial sexual exploitation, Kuoni aimed to strengthen stakeholder’s knowledge in implementing the Child Protection Code with concrete guidance on “best practice” measures for the tourism industry.

#### ■ FOCUS THEME: HUMAN RIGHTS

*Human Rights has been one of the focus areas of the Kuoni Group for several years. Recent studies from Tourism Concern and other NGOs highlight the importance of human rights for the tourism sector and further encourage tour operators to improve in this area. Furthermore, the United Nations Declaration on Human Rights has recently endorsed the Principles on Business and Human Rights by Prof John Ruggie. While Kuoni has directed its resources towards child protection and – to a lesser extent – fair working conditions in the past, the company is now looking at a more comprehensive approach towards human rights.*

#### ■ A new Statement of Commitment and action plan on Human Rights

*The Kuoni Groups’ previous actions on human rights have not been based on a formal policy developed through stakeholder consultations. Kuoni has remedied the situation by launching a stakeholder dialogue in 2011 to develop a new Statement of Commitment and action plan on Human Rights. The company approached 18 experts and NGO representatives in the field of human rights and tourism, as well as internal stakeholders including the legal and compliance teams, in order to create the Statement of Commitment and action plan. This process ensures that Kuoni can accurately identify human rights impacts and risks, as well as gaps in the current approach. It also supports us in finding the best ways forward in the implementation of concrete actions, and provides interested stakeholders the opportunity to voice their concerns and help shape the policy. The results of this process, namely the Kuoni Human Rights Statement and Commitment @ Action Plan, will be published in 2012.*

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■ *Ensuring fair working conditions within the Kuoni Group*

*Top management within Kuoni states that their colleagues, including their ideas, motivation and innovation, are the key drivers of our success. The Human Resources Department therefore strives to recruit the best and brightest employees drawn from all sorts of diverse cultures and backgrounds. Such diversity demands openness, tolerance and empathy from each and every one of us. Kuoni is committed to ensuring, within our multicultural teams and our working environment, that nobody is harassed or discriminated against for any reason such as their race, religion, belief, nationality, sex, age, sexual orientation or disability. We stipulate this through the Kuoni Code of Conduct, which is an integrated part of Kuoni's corporate culture and is binding for Kuoni's Board of Directors, Executive Board Members and all employees of the Kuoni Group.*

■ *Protecting children from sexual exploitation*

*An estimated two million children are believed to be exploited through prostitution and pornography at a global level, according to the United Nations Children's Fund (UNICEF). With acts of child prostitution occurring in hotels, Kuoni sees itself as duty-bound to take action against this problem. In 2006 Kuoni became a signatory of the "Code of Conduct for the Protection of Children from Sexual Exploitation in Travel" ([www.thecode.org](http://www.thecode.org)), an industry driven responsible tourism initiative that supports businesses in implementing child protection policies. Kuoni has since taken a leading role by engaging with local non-governmental organisations and business partners in building awareness regarding the vulnerability of children to sexual exploitation due to tourism. Kuoni organises training modules and awareness-raising for employees worldwide and for key hotel partners in sensitive destinations. Furthermore, our zero-tolerance policy towards child abuse is part of the Supplier Code of Conduct for hotels.*

#### ■ CORAL REEF PROTECTION PROJECT EXTENDED TO THE MALDIVES

Increases in tourist developments together with increases of sea surface temperature due to climate change, which leads to mass coral bleaching, pose a clear threat to coral reefs. Thus Kuoni has resolved to make its own contribution to protecting coral reefs by joining forces with one of the biggest international nature conservation organisations - the International Union for Conservation of Nature (IUCN) - in 2008 to support the protection of the fragile coral reefs in Egypt. The project has just been expanded to the Maldives, a popular diving destination, and includes financing scientific research as well as an awareness building campaign and workshops to train and educate dive professionals.

#### ■ FOCUS THEME: ENVIRONMENTAL STEWARDSHIP

*Kuoni is fully aware that it is dependent upon the rich natural resources and unique landscapes at the destinations and thus has the responsibility to minimise the negative impacts of our business on the environment, while at the same time enhancing its positive actions towards life in general. Kuoni focuses on concrete actions and pilot projects related to climate change, coral reef protection, water protection and biodiversity as well as facilitating the transfer of knowledge on environmental management to our hotel partners.*

#### ■ Supporting ecotourism businesses to conserve biodiversity

*In an effort to support conservation organisations to develop sustainable tourism, Kuoni, the International Union for Conservation of Nature (IUCN) and the Swiss Federal Office for the Environment (FOEN) have recently embarked on a joint project in East Africa. The focus of the project is to provide conservation organisations, which have little knowledge of the tourism market, with the business skills necessary to design successful ecotourism products. By targeting natural World Heritage Sites, community-based organisations and ecotourism businesses, the project will raise awareness on the need for effective and responsible tourism management near protected areas.*

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■ *Kuoni's airline Novair optimises operations for maximum flight efficiency*

*Despite its modest size - its fleet consists of 3 aircraft (in winter 4 aircraft) - Novair (operated by Outbound Nordic) is a key advisor in major international projects in cooperation with different bodies in the European Union. Novair was, for example, the only Swedish carrier to participate in the AIRE (Atlantic Interoperability Initiative to Reduce Emissions) project, funded by the EU and which aimed to find ways to reduce carbon emissions and noise. Through the project, an advanced navigation system was used to avoid flying over populated areas and featured highly accurate wind information uplinked to the aircraft, which was integrated in the curved approach to reduce drag and fuel consumption. During the project period 6% of the carbon emissions were reduced.*

■ *Kuoni analyses water scarcity across all its destinations*

*As a result of Kuoni's stakeholder dialogue, four key areas for approaching the topic of freshwater management have been identified, namely standards for the supply chain, customer awareness and education, technological solutions, and water footprinting and accounting methodologies. Actions based on these working streams will be first implemented in two pilot destinations - Egypt and Kenya - which were selected based on a multicriteria decision analysis. Criteria used included passenger volume and water scarcity statistics from the World Business Council for Sustainable Development's Global Water Tool, among others. A workshop with key suppliers was subsequently held in November in Kenya to gauge actual supplier commitment and plan actions.*

## &gt; Corporate Responsibility Performance Summary

	2011	2010
<b>Employees</b>		
% of management positions held by women	**	44
Number of women in the Board of Directors, out of 7 members	1	1
Average rate of staff turnover, in %	**	30
% of employees believe that "Kuoni is strongly involved in Corporate Responsibility"	n/a <sup>1</sup>	71
% of employees having participated in the employee survey	n/a <sup>1</sup>	71
Number of entries for the CR Day Competition	73	40
Average engagement score of all Kuoni Group employees, i.e. % of employees "satisfied in their job"	n/a <sup>1</sup>	56
% of employees that understand the company's Code of Conduct	n/a <sup>1</sup>	83
<b>Sustainable supply chain</b>		
% of direct contracts with hotels of Outbound Europe division containing the Supplier Code of Conduct	>90	>90
% of direct contracts with hotels of Destination Management Specialists containing the Supplier Code of Conduct	>50	>30
% of direct contracts with hotels of Global Travel Services containing the Supplier Code of Conduct	0 <sup>2</sup>	n/a
Number of reported cases of non-compliance to Supplier Code of Conduct	0	5
% of core hotels audited, within scope of Outbound Europe division (the 'core hotels' of Outbound Europe cover more than 25% of the total passenger volume)	97	50
% of core hotels which are certified by a recognised sustainability label	12	n/a
Number of employees of hotels and service providers trained in environmental care workshops	35	225
<b>Sustainable products</b>		
% of guests staying in a sustainable hotel (certified through recognised label), within Outbound Europe scope	5	n/a
Total number of Travelife awarded hotels offered by Kuoni	90	73
Number of Volunteering Travel packages offered by Kuoni Switzerland	21	3
<b>Human rights</b>		
Number of people trained in child protection issues worldwide	86	230
Number of human-rights-related standards in the Supplier Code of Conduct	13	13
Number of children supported through projects at destinations	1546	193
Number of formal dialogues and consultations about human rights issues	18	n/a
Number of graduates from the hospitality programme in our project in Myanmar	4	12

## &gt; Corporate Responsibility Performance Summary

	2011	2010
<b>Natural resources</b>		
Tonnes of waste recycled through the award winning myclimate project in Bali	16 300	10 000
CO <sub>2</sub> compensated by Kuoni's customers in Switzerland, in thousand metric tonnes	10.4	4.43
Energy consumption at the Kuoni Headquarters (in MWh / full-time employee)	4.53	5.12
Energy consumption for Kuoni Scandinavia, Switzerland, France, India and UK, in GJ	32 930	n/a
CO <sub>2</sub> emissions due to energy consumption for Kuoni Scandinavia, Switzerland, France, India and UK, in thousand metric tonnes	1.55	n/a
CO <sub>2</sub> emissions due to business travel for Kuoni Scandinavia, Switzerland, France, India and UK, in thousand metric tonnes	5.2	n/a
% of CO <sub>2</sub> emissions due to business travel that have been compensated through myclimate and GreenSeat	100	87
Office paper consumption for Kuoni Scandinavia, Switzerland, France, India and UK, in tonnes	552.4	n/a
% of recycled office paper purchased at Kuoni Scandinavia, Switzerland, France, India and UK	59	>50 <sup>3</sup>
Catalogue consumption for Kuoni Scandinavia, Switzerland and UK, in kg / PAX	2.17	3.08
Total carbon footprint of Novair, in thousand metric tonnes CO <sub>2</sub> -eq.	314.74	317.98
CO <sub>2</sub> emissions per revenue passenger-kilometre for Novair, in grams	70.4	66.5
<b>Governance &amp; organisation</b>		
% of Kuoni's procurement employees of Outbound Europe division trained in sustainability issues	>90	>90
% of Kuoni's procurement employees of Destination Management Specialists trained in sustainability issues	>25	0
% of Kuoni's procurement employees of Global Travel Services trained in sustainability issues	0	n/a
Number of meetings of the sustainable procurement working group of the Outbound Europe division (sustainability and procurement experts)	3	2

\*\* Due to the recent restructuring of Kuoni, data is unavailable at this time.

- 1 Empower survey planned for autumn 2012
- 2 Supplier Code of Conduct has been integrated in new GTS standard contract in 2012
- 3 Estimated figure applies to Kuoni UK, Switzerland and Scandinavia