

Sustainability in TUI Experience Centre

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<p>TUI Group is one of the leading enterprises in the tourism industry. TUI Destinations Experiences is part of the TUI Group and it is responsible of the operations in destinations. TUI Experience centre is part of the TUI Destination Experiences is one of the call centres of TUI Group, located in Palma de Mallorca, Spain. TUI Experience centre employs 210 employees, covers five source markets and is mainly responsible for the incoming calls, emails, SMS and chat functions for the customers on holidays.</p> <p>The goal of the thesis is to measure TUI Experience centre's sustainability and give development ideas on the weaker parts of sustainability. The research is based on theoretical framework which focuses on sustainable development, corporate social responsibility, digitalisation, TUI Group's sustainability and TUI Destination Experience's sustainability. Furthermore, the research links employee engagement and sustainability.</p> <p>The research is quantitative and the material was obtained by an internet survey. The survey's population was the employees of the TUI Experience centre. Total number of the employees at the time was 210. The survey included questions regarding environmental, social and economic sustainability. The survey was conducted on October 2018.</p> <p>The results suggest that TUI Experience centre is mainly lacking in environmental sustainability and should work generally on transparency of sustainability. Employees' commuting options could be enhanced to be more environmentally friendly and TUI Experience centre should raise awareness on energy and water consumption as well as TUI's own sustainability requirements. TUI Experience centre does rate well on reducing plastic and recycling. Economically TUI Experience centre is beneficial to the local community, however, could improve on salary competitiveness and employees' training on sustainability. Socially TUI Experience centre is already engaging employees on sustainability to some extent and employees' values match with the company values. TUI Experience centre could make sure that health and safety regulations are properly set in place and take the employee engagement further to take advantage of the added value it can create.</p> <p>The thesis is a good base for future research of TUI Experience centre's sustainability. Each dimension of sustainability can be researched more in detail using qualitative research methods. The research could be extended to other offices or branches of TUI as well.</p>	
Keywords Sustainability, corporate social responsibility, employee engagement, digitalisation.	

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1 Introduction

TUI Group is one of the leading tourism businesses worldwide. TUI Group consists of four operators, 1600 travel agencies, six touristic airlines, with a fleet of 150 aircrafts, 300 hotels, 16 cruise liners and many other third party suppliers in major holiday destinations globally. TUI Group offers holidays in 180 regions for 20 million customers yearly. The most important values for the TUI Group in the corporate culture are responsibility in economic, environmental and social sustainability and this reflects to the TUI Group's commitment to sustainable tourism. (TUI 2016a.)

Commissioning party will be TUI Destination Experiences (TUI DX). TUI Destination Experiences is part of the TUI Group and its responsibility is to create experiences in destinations for the guest of TUI. TUI Destination Experiences has over 6500 employees in 115 destinations and serve more than 11 million customers yearly. TUI Destination Experiences consist of local teams in resorts and 24/7 call centres with digital service channels. Local teams cover airports, transfers, hotels and excursions. 24/7 call centres covers calls, emails, social media, SMS and chat functions and help customers pre travel, after travel and while on their holidays. (TUI 2016b.)

TUI Experience centre is one of TUI Destination Experience's call centres located in Palma de Mallorca, Spain. TUI Experience centre covers calls, emails, SMS and chat services for customers currently on holidays globally. TUI Experience centre covers five source markets; GAS, BeNe, Nordic, Polish, UK & Ireland. GAS stands for the German speaking market consisting of Germany, Austria and Switzerland. BeNe stands for the Dutch and French speaking markets with customers from Belgium and Netherlands. Nordic market deals with customers from Sweden, Norway, Denmark and Finland. In addition to the teams of every source market for the customers currently on holidays TUI Experience centre is also covering support for retail and GOTUI online booked excursions for all source markets globally. 210 advisors work in the TUI Experience centre and service is given to the customers in nine languages. (Gillett 03.04.2018.)

1.1 Objective

Research question is; Is TUI Experience centre sustainable and which are the areas to develop? The objective for the thesis is to research the sustainability of the TUI Experience centre. The thesis will integrate sustainability, employee engagement and

digitalisation through a survey completed by the employees of the TUI Experience centre. The research will compare the employees' perception of sustainability in the TUI Experience centre to TUI Group's sustainability and measure employees' engagement to sustainability in the TUI Experience centre and employees' willingness to commit to sustainability in the office.

The goal is to give a full picture on the sustainability of the TUI Experience centre and improve the sustainability of the TUI Experience centre. Using the results to find ways to get the employees more involved with the sustainability and, therefore, increasing engagement and boosting productivity. The thesis will help to develop the TUI Experience centre to the direction of sustainability simultaneously meeting the employees' needs.

1.2 Methods

The research method is quantitative research with a few aspects of qualitative research. The quantitative survey is sent to the employees of TUI Experience centre. Questions are set as closed questions, with questions and statements. Including one open question regarding practical actions towards sustainability in the office. The quantitative method was chosen due to TUI Experience centre employing approximately 210 workers and therefore the data can be sufficiently analysed using numeric data. The survey covers TUI Experience centre's environmental, economic and social sustainability.

1.3 Delimitation

This thesis will concentrate on sustainable development and connect it with employee engagement as well as its connection to digitalisation in the tourism industry, specifically in the TUI Experience centre where all work is done via digital service channels. This thesis will also look into how sustainability effects on employee satisfaction and engagement.

The thesis will begin with the theoretical framework of sustainable development, including corporate social responsibility and the industry criteria for sustainability in the tourism sector. Framework will cover digitisation in tourism and within TUI as well as sustainability in TUI Group and TUI Destination Experiences. The results will show different aspects of TUI Experience centre's sustainability, which areas are strong and which need improving along with development ideas. The results and development ideas are analysed by the

sustainability dimensions; environmental, social and economic factors, in the last part of the thesis.

2 Sustainable development

Sustainable development as a term can be traced as far as the 1970's, as the global agenda, including business, society and countries, which would direct world's development concerning social, economic and environmental growth. Sustainable development consists of three main areas of focus social development, economic development and conservation of the environment. The most common definition for sustainable development is from 1987 by World Commission on Environment and Development; the development should not compromise the demand of the future nevertheless it should fulfil the demand of the present. According to the Finnish Ministry of the Environment, sustainable development is continuous and guided social change globally, regionally and locally. Environment, economy and people should be equally taken account in the decision-making. (UN 2018a; Econsense 2017; Harmaala & Jallinoja 2012.)

In 2015 United Nations set up 17 goals for sustainable development to be filled within the next 15 years known as the Sustainable Development Goals, SDGs. Goals are covering all the areas of sustainable development from protecting the environment, ending poverty and social inequality, economic growth, to more sustainable communities. Governments are expected to take action to reach the targets of each goal; however, they do not legally obligate countries. (UN 2018b.)

In some cases cultural dimension is also added, however, in most cases it is included to the social dimension of sustainable development. The concept of sustainable development is criticised, for example, for emphasising too much on economic development or the fact that it is used in different contexts too lightly. The dimensions of sustainable development have been essential in the research of corporate social responsibility as well as companies' accountability and development assessments. Corporate social responsibility is also identified as a business model which commensurate with sustainable development. (Harmaala & Jallinoja 2012.)

2.1 Corporate social responsibility

Corporate social responsibility known as CSR has many definitions given by different organisations and these can be applicable for tourism as well. One of the definitions by World Business Council for Sustainable Development, WBCSD in 1999 describes CSR as businesses continuous commitment to act ethically and benefit economic growth at the same time enhancing local populations', employees and their families' quality of life. (Pechlaner & Smeral 2015, 308.)

Whereas (Investopedia, LLC 2018a.) describes corporate social responsibility as a business model which is self-regulating and supports the business to be socially responsible to all parties. The term is also used as corporate citizenship. Businesses will be more aware of their impacts on society in all aspects of sustainability; economically, environmentally and socially as a result of using corporate social responsibility. This means that instead of negatively influencing the environment and society it will improve the state of environment and society in the businesses day-to-day operations. (Investopedia, LLC 2018a.)

2.1.1 Environmental, economic and social dimensions

CSR is often divided to environmental, economic and social dimension as sustainable development. The dimensions can be difficult to separate, as they are dependent on each other. The main idea of corporate social responsibility is to be operational in the long haul. In order to achieve this, companies should invest on the well-being of employees and the environment instead of short-term investments to enable sustainable operations for future generations. (Harmaala & Jallinoja 2012.)

Implementing corporate social responsibility is creating principles and code of conduct to take up issues regarding transparency, workplace safety, human rights, and environmental management, fighting corruption, protection of the customer and diffusion of technology. This means that businesses should make sure that they are not involved in human rights abuses and respect as well as aid the protection of international human rights within their range of influence. Businesses should support all forms of removal of obligatory and forced labour as well as child labour. Defend the abolition of discrimination in the matter of career and employment. Business should moreover encourage preventive actions concerning environmental issues and promote better environmental responsibility. Lastly to inspire the diffusion and improvement of ecological technologies. Economically

when implementing CSR the company would create economic prosperity in the areas it operates via investments and by obeying the local and global laws and regulations, for example paying taxes will benefit the local economy. (OECD 2001. 14, 16, 17; Harmaala & Jallinoja 2012.)

Social dimension of CSR is primarily influencing the personnel. This would mean for the company, increasing the well-being of the employees, improving the health and safety at work, as well as developing employees' skills and competences. Companies should be responsible on employment, giving work opportunities to all without discriminating, for example immigrants, locals or marginalised people. Indirectly, company operations are also effecting supplier's and partner's employees. Environmental dimension means for the company to operate in the most environmentally sustainable way possible and the company is directly responsible for the environmental impacts it causes. Companies should take care of protecting water systems; air and soil, reducing greenhouse gas emissions, securing the biodiversity, efficiently and conservatively use natural resources, reducing waste as well as managing chemicals to avoid health and environmental risks. (Harmaala & Jallinoja 2012.)

2.1.2 Employee engagement and sustainability

"Values and beliefs become real only when they are lived everyday" (OECD 2001, 22).

The solution to establish a sustainable and dynamic company is to get all employees to be individually involved in the corporate sustainability every day. In addition to the economic benefits of sustainable practices like saving energy, it has been proven to increase employees' over all engagement and efficiency (Bhattacharya, Sen, & Korschun 2011). In order to get employees to make sustainable decisions at work, the key is to educate them on sustainability. The idea is to get the employees' values aligning with the company's values and sustainability to get more productive employees, instead of personnel whose decision making at work is based on thinking "what is in it for me". Employees should be able to see the difference they can make to the environment and society. Once employees feel that they are part of something greater, what has an impact and their personal life values align with the company's, the company will have a highly engaged workforce. This can be encouraged by showing that all parties of the company are sustainable inside and out, creating sustainable practices in day-to-day work and even encouraging competition between employees to be more sustainable. (Polman & Bhattacharya 2016.)

As per the founder and CEO of Practically Green, Susan Hunt Stevens's article, in the Guardian, when engaging the employees to sustainability, companies can save in cost, in addition employee engagement will drive over all productivity, which can give even better value to the company. Susan Hunt Stevens also mentions Harvard University's research, on employees' engagement to sustainability at work having a link with customer satisfaction and loyalty. (Stevens 2013.)

Employees are often required to work beyond expectations, which obligates employees to be very responsible, motivated and proactive. To achieve this, companies need engaged employees. Research shows that by empowering employees, they will become more engaged and work engagement motivates employees. In order to empower employees they should have the chance to take action, this also has encouraging influence on commitment and trust in management. Well-being of the personnel is beneficial for the company as it decreases accidents at work as well as sickness absence from work, improves employee retention, develops employee engagement and commitment and work productivity, grows employee resilience and heightens employer image. (Day, Kelloway & Hurrell 2014, 32, 117-118.)

2.1.3 Green office

World Wildlife Fund, WWF, has created an environmental management system for offices to reduce emissions and make the offices' ecological footprint smaller. WWF Green Office will aid the offices to be more sustainable and environmentally friendly. Requirements for WWF Green Office are to create a Green Office team, compose environmental program with the tool provided by WWF. Choose minimum of three indicators to follow sustainability, save energy, reduce waste, in purchasing consider the environmental aspects, inform personnel of the practices of the Green Office, update the environmental program yearly, report yearly to WWF concerning the development of the indicators and pursue continuous improvement on sustainability in the office. (WWF Suomi 2018a.)

Green Office encourages well-being of the personnel, like benefits of exercise and good working atmosphere. The program also pays attention on indoor air quality and ecology of cleaning chemicals. The program should always include at least one measure to reduce water use. This can be the usage of machines, which save water or tracking and reducing water use. Saving energy is one of the requirements of Green Office and is highly recommended to use renewable energy. Green Office encourages on business models,

which are not in controversy with economic growth. It also promotes sustainable production and consumption. Offices can enhance the usage of resources and increase the use of clean and environmentally friendly technologies. (WWF Suomi 2018b.)

The use of public and light traffic is preferred over private cars, which will benefit the development of public transportation systems. Recycling will develop the public waste disposal and recycling systems. Sustainable and energy efficient properties are taken into consideration. Green Office pushes for sustainable use of natural resources as well as considering the ethical and ecological aspects in acquisitions. The goal of the Green Office is to restrain climate change in pragmatic ways such as minimising the emissions of the office and in the ways of commuting. The program will strengthen the awareness of climate change and how to slow it down. Green Office recommends using certificated fish products and by recycling, will prevent the polluting of the oceans. Decreasing usage of paper is recommended as well as using responsibly and sustainably produced paper. Green Office promotes the reservation of natural biodiversity. WWF Green Offices all over the world improve sustainable development and support UN's Sustainable Development Goals. (WWF Suomi 2018b.)



Image 1. Plant in TUI Experience centre (Nieminen A. 18.11.2018)

It has also been acknowledged in a study conducted by NASA in, Nasline (2017) that literally green office will improve indoor air quality and therefore increase productivity of

employees. According to study conducted by University of Technology Sydney, in Chignell (2018), when plants are introduced to the work space (image 1) there is decrease in fatigue, tension and anxiety as well as a decline in depression, anger and hostility. Consistent with the study of NASA, University of Exeter, in Chignell (2018), has concluded that plants raise productivity. Research by Dr. Fraser Torpy from University of Technology Sydney, in Chignell (2018), shows that indoor plants decrease the carbon dioxide levels in the air. (Chignell 2018; Nasline 2017)

2.2 Tourism industry criteria of GSTC

World Tourism Organisation defines sustainable tourism as follows; “*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*”. (WTO 2005, 11-12.)

Global Sustainable Tourism Council also known as GSTC provides sustainability criteria for tourism industry and the destinations to give them guidelines on improving the sustainability. GSTC has gathered information from all continents in order to create global sustainability criteria and the criteria is based on four areas, environment, cultural and socioeconomic impacts and sustainable management (GSTC 2017b; GSTC 2017a).

2.2.1 Management

The industry criteria for tour operators and hotels should serve as basic rules for all kind of businesses and to be used in education, training and for the customers to learn what sustainable tourism programmes are. The industry criteria's first part is to display sustainable management within the company. To have a long-term plan, which takes in consideration all areas of sustainability, and to follow all laws locally, nationally and globally regards to sustainability. The sustainability policy should be transparent to all parties and engage employees as well as customers. All sustainability should be monitored and to be improved continuously. Advertising should be as well true and transparent with regards to sustainability and no false claims to be made. Construction and infrastructure of the organisation is to be built within the local laws and restrictions and should not harm the local culture nor the environment, in addition it should support paths for all people with disabilities. Construction and infrastructure should furthermore use sustainable methods and resources. All land, water and property businesses should

be legal, follow the rights of the natives and locals and should not lead to emigration. Businesses should provide information on local culture, cultural heritage and on the habitat and advise tourist the correct code of conduct in the locations it is needed. Organisations should take part in sustainable tourism development, where the occasions exist. (GSTC 2017c.)

2.2.2 Economic factors

On the second part of the criteria, the main focus is on social and economic sustainability. Companies should support communities' efforts to fight against climate change and support education, well-being and public health actions. Locals should have the same chances for employment and development within the company as anyone else, without bias. If the local suppliers are providing satisfactory services and merchandise these should be prioritised on purchasing as well as supported in case they produce sustainable services. Organisation should have a policy in order to prevent any type of harassment or mistreatment especially protecting the minority groups. Rights of the employees should be valued, providing not less than minimum pay, work surroundings that apply health and safety regulations and offering consistent education and opportunities to progress. Companies' operations should not endanger water, nutrition or public health services locally nor in nearby areas. Neither should they endanger residents' access to housing, transportation, nor land. (GSTC 2017c.)

2.2.3 Cultural factors

Third part focuses on cultural preservation while making the most of the cultural heritage. The company should minimise harmful impacts to native communities by pursuing the best practices possible when visiting and promoting cultural and historical sites. These practices should be locally and globally accepted and should fulfil the visitors' expectations while being beneficial to the local area. Operations should not prevent locals' right of entry to cultural, historical, spiritual and archaeological sites and organisation should be committed on the preservation and protection of such sites. Archaeological and historical artefacts should be merchandised or displayed only if accepted by the international and local law. Company should respect local intellectual property rights when using genuine traditional and modern components on its operations. (GSTC 2017c.)

2.2.4 Environmental factors

The fourth and the last part concentrates on preserving the environment. Suppliers, services and goods bought should be environmentally sustainable. Usage and buying of goods should be monitored to reduce waste. Use of energy should be monitored and green energy should be used as much as possible. Water use and risks should be managed and monitored. Moreover, the clean water used should not endanger natural water resources. (GSTC 2017c.) Water risk can be measured by various indicators for instance water availability, quality, demand, and by climate change factors (Gassert, Reig, Shiao, Luck & Landis 2015.)

Emissions should be measured and policies set to reduce them. Clean and emission free transport should be preferred in all fronts of operations. Solid waste and wastewater should be disposed or recycled without harming the environment or the local inhabitants. The use of environmentally harmful substances should be decreased and if used these should be appropriately handled, managed and disposed. Practices to reduce light and noise pollution should be applied as well as to reduce erosion, ozone-decreasing materials and contamination of earth, air and water. (GSTC 2017c.)

Environmental problems in cities are water supply, sanitation and drainage, solid waste collection and disposal (mixed waste), hazardous waste management, pollutions of water and air (Vehicle emissions), land management, natural and manmade hazards (industrial disasters). (Elliot 1999, 139-140.)

Biodiversity should be valued, furthermore; organisations should fund the protection of biodiversity and not disturb natural ecosystems especially on its own land. When visiting natural sites harmful effects are reduced and local rules and regulations followed as well as ensuring the visitor's satisfaction. Interactions with wildlife should not be invasive and should not affect the animals' viability or behaviour in the nature. Wild animals should be only held captive, raised and attained by authorities suitable and compliant of the local and international laws. Housing, upkeep and treatment of all animals should meet the uppermost values and morals of animal welfare. Wild animals should only be gathered, delivered, exhibited or traded under the local and global laws while ensuring sustainability for all practices. (GSTC 2017c.)

3 Digitalisation in tourism

According to Hyyppä (2016) and Tenhunen (2015), in Edelheim & Ilola 2017, digitalisation should be seen as a wider term than just changing analogic information to digital form or as changing processes to the digital era. Completely new processes and customer value experiences are possible because of digitalisation in a wider concept. Digitalisation is more than sales and marketing even though because of it; tourism companies can and have to compete globally. In accordance with Buhalis (2003), in Edelheim & Ilola 2017 e-tourism is making use of information and communication technologies in the business.

Digitalisation is not only about technologies but also using the technologies in the most beneficial way and creating new customer value. Digitalisation makes many types of approaches to business possible, nevertheless by understanding the customer, the company can invest in the right areas to make them profitable. Company should use digital channels in their businesses but what really matters is that channels are used efficiently and can introduce interesting content to the customers. Digitalisation is requiring change management to introduce the technologies to customers and to the employees, this is crucial on how the company can benefit from the opportunities of digitalisation. Digitalisation is also dependent on the society and its laws and regulations. (Edelheim & Ilola 2017, 177-179)

Because of new technologies customers are more and more connected, due to growing communication channels and mobile technology, customer can get information whenever they want it. The communication is quicker and is immediate. The amount of information is growing and forces the customer to evaluate and compare the content more. Visual information like videos and pictures are beginning to be more preferred by the customers due to the amount of information they receive. Customers also trust increasingly other customers and other media sources than the traditional organisations. Customers are in control of when and where to contact the business and want personalised service and products. (UNWTO & ETC 2014, 7, 3.)

3.1 New technologies

Digitalisation will continue growing and will make travel more fluent and high quality. For internet of things, blockchain, artificial intelligence and many more technologies tourism is offering more efficient, more personalised and smarter solutions than before. Use of new technologies makes tourism as well more sustainable environmentally, socially and

economically. With innovation and technologies, tourism will work on issues like over tourism and seasonal aspect of tourism. (UNWTO 2018.)

Internet of things refers to undefined things and objects, which are connected to the worldwide web. Every device has an individual identifier like IP address, these devices are producing data into vast systems typically to a cloud where the data can be restored and analysed. Another term, blockchain allows transactions between two parties in the same network to be stored permanently, securely and verifiably. Blockchain has many potentially sustainability improving uses. It allows transactions to be tracked in a way that the supply chains can be completely transparent. Artificial intelligence known also as AI, means virtual intelligence in technologies. Distinctive feature for AI is the ability to mimic human thinking, to rationalise and take actions to reach a particular objective. (Collin & Saarelainen 2016; UNWTO 2018; Herweijer & Swanborough 2018; Investopedia, LLC 2018b.)

New technologies bring also new challenges. Companies, employees and societies will need to adapt to the new era of internet and mobile devices. In addition to adaptation, the services have to be trusted by users. Cyber and identity verification and other security risks must be addressed as well. Not to mention performance barriers as well as regulatory and legal challenges. (Herweijer & Swanborough 2018.)

3.2 Technologies and digitalisation

According to Econsense 2017, digitalisation will help to reach the 17 Sustainable Development Goals of UN. World Tourism Organisations Secretary-Genral Zurab Pololikashvili stated in the second world conference that when technologies are used in the right way it could help tourism to have more sustainable production, consumption, destinations and standard of living. As technology advantages tourism industry to control it's environmental, social and cultural impacts. (Hospitality Net 2018.)

Digitalisation, internet and new technologies are predicted to improve political, social and economic growth. They will enable the empowering of human rights in the means of broadening individuals' capacity of expression and freedom of speech. Sustainable Development Goals of the UNWTO aims to facilitate people, communities and organisations to attain their full potential. This is done by lifting the quality of life and advancing sustainable development. Moreover, it is important to set legal outlines in order to decrease abuses, increase security and privacy at the same time allowing societies to

develop and allow access to digital technologies to everyone. People would use, generate, access and share information using digital technologies creating people-centred information societies. (De Croo 2015.)

Smart destinations are using new technologies to manage resources of the destinations. Furthermore, by analysing, measuring and using the information of different data management systems and remote sensors it is possible to have a better understanding of the impacts to sustainability and make efficient decisions based on the results such as using alternative energy, invest on infrastructure and protection of environmental areas. These technologies may prevent and help to anticipate the impacts of climate change and over population of the areas and ecosystems. (UNWTO 2018; Harvard University 2018.)

3.3 Technologies in TUI

Digitalisation is a very big part of TUI and can be seen in many aspects of the company. For the employees digitalisation will be an opportunity to balance work and free time. As mobility will increase, employees are not required to be present in the office. TUI's perspective is to measure the results instead of hours spent in the office, this can also enable employees to be more creative to be able to work from home or even from a café. TUI is set to make employees ready for the digital transformation and will provide learning opportunities to employees. (Joussen & Jakobi 23.03.2018.)

TUI Destination Experiences is set to become a vital pillar for TUI's digitalisation. Knowledge and data will aid TUI to understand customers better as well as allow personalising the TUI services. TUI is already cutting edge when it comes to digitalisation as it has invested in blockchain and Musement platform which uses new technologies like machine learning, a branch of artificial intelligence. According to CEO of TUI Group, Fritz Joussen, personalisation and digitalisation are linked and are fundamental factors in succeeding in tourism industry. (Joussen 13.02.2018; TUI 2018c; TUI 2018d.)

4 Sustainability in TUI

TUI Group's sustainability strategy is called "Better Holidays, Better World 2020" it outlines ambitions and commitments of TUI Group from 2015 to 2020. The strategy consists of four main targets; "Step lightly", "Make a difference", "Lead the way" and "Care More". Sustainability strategy covers all areas of operation within TUI Group. (TUI 2018b, 3, 6.)

4.1 Strategy

The first focus of the strategy is to reduce the environmental impact of TUI Group's operations, "Step lightly". TUI Group has high level of control over its offices, shops, coaches, hotels, cruises and airlines. TUI Group is aiming to operate the Europe's most carbo-efficient airlines and reduce the carbon intensity of their operations by 10% by 2020. TUI Group's carbon footprint in 2014 was in total 6 879 976 tonnes of carbon dioxide from which airlines and aviation is taking over 80%. Acknowledging the considerable carbon footprint, TUI Group is heading to a lower carbon economy. In fact, TUI Group has already improved their energy management and saved 53 million euros between 2012 and 2014 by reducing energy and fuel use. TUI Group is also fighting against climate change with the industry, as it will have a long-term effect on TUI Group's products, which count on prosperous communities, biodiverse destinations, personal comfort and stable weather systems. TUI Group will aim to reduce carbon in hotels, aviation, cruise, retail shops, ground transport emissions and offices. (TUI 2018b, 6, 9.)

TUI Group is trying to develop a positive change for communities and people, "Make a difference". Partners and suppliers manage many of the excursions and hotels however; TUI Group has a strong influence over the sustainability impacts of its holidays. TUI Group believes that tourism can generate transfer of wealth, tolerance and promote cultural understanding. For the TUI Group it is essential that the advantages of tourism extent to the local communities in the form of educational opportunities, jobs and that the human rights are protected along the TUI Group's value chain in destinations. Main focus of the areas are hotels, customers and colleagues. TUI Group's way to offer fairer and greener holidays by 2020 is to include more hotels with sustainability certifications acknowledged by the Global Sustainable Tourism Council (GSTC) to demonstrate that the hotels are managing their impacts on environment, economy and the local community. Furthermore, TUI Group's own hotels and international concepts has sustainability built in and they

have detailed objectives for sustainability. TUI Group is additionally informing the customers through their holiday regards sustainability and encourage them to take simple but significant actions towards sustainability. (TUI 2018b, 6, 13-14, 16.)

TUI Group has resources, credibility and reach to be in the position of pioneering sustainable tourism globally, "Lead the way". To drive the industry towards more sustainable operations TUI Group partnered with Pricewaterhousecoopers (PwC) and the Travel Foundation to measure impacts of tourism socially, fiscally, environmentally and economically. This project identified TUI Group's areas of improvement to increase local sourcing and enabling local businesses to TUI Group's customers, to support training and education for those working in the hotels, to influence destinations' governments on sustainability. To improve these points TUI Group will lead the way and invest 10 million euros yearly to this cause for the TUI Care Foundation to assist much of the work. (TUI 2018b, 17.)

4.2 TUI Care Foundation

TUI Care Foundation is an independent foundation established in Netherlands in 2011 also the corporate foundation of TUI Group. TUI Care Foundation launches projects and partnerships, which create opportunities for locals in destinations. All donations go to projects and partners and operating costs are cover by TUI. TUI Care Foundation uses UN Sustainable Development Goals as guidelines to measure the relevance of its projects, partners and programs. The strategic plan has integrated 17 global goals of the UN; "no poverty", "no hunger", "quality education", "decent work and economic growth", "industry, innovation and infrastructure", "sustainable cities and communities", "responsible consumption and production", "climate action", "life below water", "life on land" and "partnerships for the goals". To maximise the influence of their projects TUI Care Foundation collaborates with TUI Stakeholders and suppliers. (TUI Care Foundation 2018, 4, 6-7.)

4.3 Objectives of TUI Care Foundation

TUI Care Foundation's objectives by 2020 are divided into three main categories. First is empowering young people, TUI academy emphasizes on creating jobs for the young in the future through projects, trainings, work placements, workshops and online courses, aiming to generate successful careers. TUI Chances target is to give children better change in life

by getting people involved with sustainability issues, human rights, waste management, animal welfare, climate change and biodiversity. TUI Future Fund is for emergency relief when disaster strikes in destinations. TUI Future Fund works with carefully selected partners to give fast humanitarian response in disaster situations. (TUI Care Foundation 2018, 4, 6-8.)

Second objective is protecting the natural environment. Animal welfare is in a big role through TUI Turtle Aid and TUI Elephant Aid. TUI Turtle Aid aims to protect one million turtles by 2020, with projects and by raising awareness in destinations. TUI Turtle Aid will focus on climate change adaptation and supporting the protection of nesting areas. TUI Elephant Aid protects wild elephant populations in Asia and Africa as well as contributing to the improvement of welfare of elephants in captivity. TUI Elephant Aid aims to protect 15 000 elephants. TUI Clean and Green focuses on innovative schemes on sustainable management of natural resources, climate change and biodiversity. TUI Clean and Green will participate in environmental initiatives for instance regarding food waste, plastic recycling and circular economy. In addition, they will raise consciousness on saving resources in destinations. (TUI Care Foundation 2018, 9-10.)

Third objective is to have thriving destinations. TUI Cares is for people living in the holiday destinations, it centres on employment creation, business skills training, financial support for enterprise development and professional education. The goal is to encourage local sourcing, improve entrepreneurship chances and keeping the local culture. (TUI Care Foundation 2018, 11.)

4.4 TUI Destination Experiences

Out of the strategy of TUI Group TUI DX has defined their own strategy with specific objectives and commitments. TUI Destination Experiences goals are to reduce CO2 by 10% in ground transport, in the offices by 20% and reduce the carbon intensity of operations by 10% by 2020. (TUI 2018a.)

TUI Destination Experiences will make a difference by investigating impacts and development strategies to optimise them. Invest in and support youth, education and tourism skills. TUI DX will work together with destinations and the sustainable management as well as merge sustainable development in destinations programs. Support local employment, start strategic projects and invest 10 million euros a year to increase positive effects of tourism and to support the TUI Care Foundation. (TUI 2018a.)

TUI DX will lead the way by informing the guests about sustainability from the start, employees will be ambassador of sustainability through engagement activities, trainings and procedures. Destination management companies will meet TUI Group's sustainability standards in child protection, animal welfare, excursions and charity. TUI DX will deliver 10 million greener and fairer holidays yearly and empower more locals to contribute. (TUI 2018a.)

4.5 Smiling Offices

Sustainability Department located in Palma de Mallorca in the office of Parc Bit is responsible for the sustainability of all offices under TUI Destination Experiences including TUI Experience centre. See the office building, called Torre Asima, of TUI Experience centre in image 2. TUI's Sustainability Department has introduced sustainability criteria for the offices and an implementation checklist as part of Smiling Offices initiative, which also includes branding guidelines. Sustainability criteria is set globally and is not specific for the office of Torre Asima, TUI Experience centre (image 3). (Wagner 03.10.2018)



Image 2. Torre Asima, office building of TUI Experience centre (Nieminen A. 18.11.2018)

The requirements should be applied to all TUI's Offices. All parts should be fulfilled with the exception of when the factors are beyond TUI's control. When requirements are not met, descriptions why they are not met will be sent to the sustainability department. The following elements are to be considered once completing the requirements of sustainability. Offices should have separate switches for different areas and meeting rooms so that lights would be kept off once the room is not used, automatic switch off/on systems would be preferred if possible. Offices should use low consumption lighting, preferably LED bulbs. Offices should have water saving toilets, water purification systems to make the tap water drinkable and avoid unnecessary plastic. Offices should as well have water meters, flow restrictors and aerators in taps. (TUI 2017.)

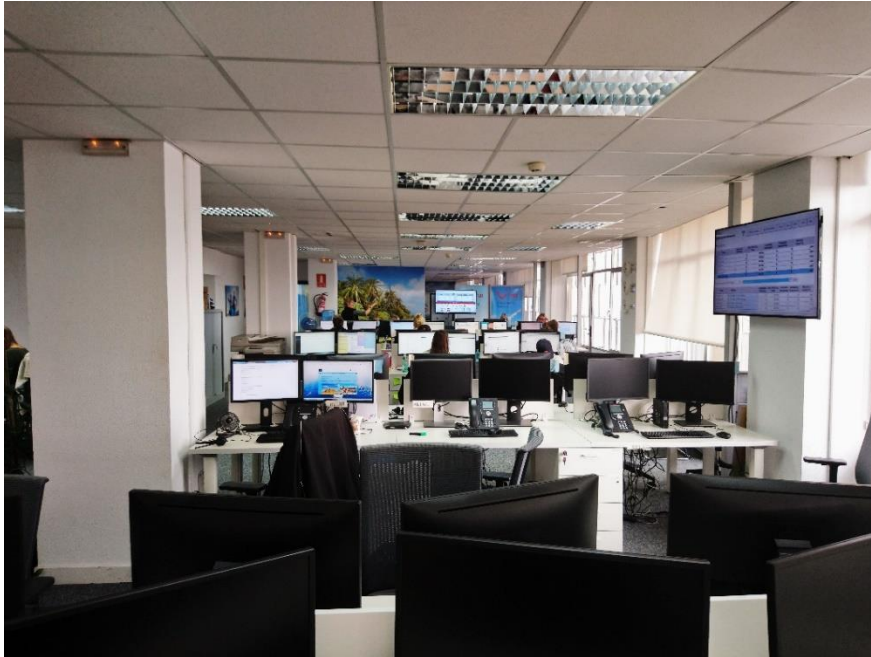


Image 3. Torre Asima 3rd floor, TUI Experience centre (Nieminen A. 18.11.2018)

Offices should measure energy consumption with energy meters and if possible use renewable energy. The waste should be sorted in different areas of the office to have separate disposal for general waste, paper, glass and batteries as well as for plastic and cans. Air conditioning in the offices should have separate switches per area, however, there should be general temperature limits available as well. Where possible there should be airflow from ceiling to floor as well as thermostats to control room temperatures or even automatic on/off switch by temperature. If there is natural, external areas or gardens local flora and fauna should be respected. If smoking areas are in natural external areas there should be ashtrays offered. Paints used inside the offices should not contain any harmful substances. (TUI 2017.)

Sustainability guidelines also include health and safety requirements, which consist of the following. Every floor of the office should have labelled emergency kits and emergency exits. Fire extinguishers and hoses should be accessible and correctly handled. Offices' fire sensors, alarms and exit lights, indicating the nearest exits, should be set in place. Doors should hold fire for a minimum of 60 minutes and emergency exits, electricity distribution panels, fire hoses, alarms, extinguishers, and defibrillators marked visibly. Roofs should be sound proof. Where possible offices should avoid carpet due to allergies. Offices should provide adjustable height of desks and ergonomic chairs. In the event that security cameras are installed, employees need to be informed that they are being filmed. Then lastly, offices should follow the country's legislation regarding health and safety. After

implementing the guidelines mentioned checklist is to be filled and sent to the sustainability department. (TUI 2017.)

4.6 Initiatives

On top of all 2018 plastic free offices, initiative was launched and so far covers only offices in Palma de Mallorca including TUI Experience centre. This means that water filters will be installed to get rid of big plastic water tanks and all employees have received refillable stainless steel bottles by Cleanwave, to avoid usages of plastic bottles (image 4).



Image 4. Cleanwave water bottle (Nieminen A. 18.11.2018)

In addition presentations were held by the sustainability department to raise awareness on the issues of plastic and how to decrease plastic use. Summer campaign for 2018, plastic free competition was launched for the whole TUI Destination Experiences globally as well as summer beach clean campaign to engage employees with sustainability. Beach clean campaign was globally launched and TUI Experience centre participated on the beach clean campaign by cleaning the beach of Sa Canova. At the moment TUI Experience centre's carbon emissions will be in the TUI Group's carbon report for 17/18. Sustainability department also introduces two obligatory e-learning segments raising awareness on child protection, modern slavery and human rights. (Wagner 03.10.2018)

5 Method

Methods are practices and techniques used to acquire and analyse data (Saunders, Lewis & Thornhill 2016, 4). The qualitative and quantitative methods of research have different approaches and it is hard to separate them clearly from each other. They can be seen as methods which complement each other. The quantitative method is based on describing the subject and describing it using statistics and numbers. The qualitative method aims to understand the traits, significances and quality of the subject, widely. The main purposes for quantitative research are to calculate, compare, observe relationships, make predictions, test suggestions, create concepts and theories as well as influence and explain (Walliman 2011, 115). (Hirsijärvi, Remes & Sajavaara 2008, 132; Koppa Jyväskylän Yliopisto 2015a; Koppa Jyväskylän Yliopisto 2015b.)

Choosing the method between qualitative and quantitative is unattainable when trying to measure sustainability. In this case, the research approaches highly complement each other (Hirsijärvi, Remes & Sajavaara 2008, 132). For that reason, this research includes aspects of both, qualitative and quantitative, but is mostly quantitative research. The research question refers to measuring the current state of TUI Experience centre, which can be answered with quantitative approach. Qualitative approach would inspect problems more in detail and would need more defined area of research.

5.1 Quantitative method

Material, which is collected with a survey, is often processed with quantitative methods. Surveys benefits are to collect a large amount of material with many questions and the survey can be sent to many people. If the survey is created with care, the results can be analysed easily with a computer. The schedule and cost can be more accurate when using the survey method. The weakness of a survey is that it is kept shallow and theoretically modest. Further concerns are whether the respondents have taken the survey seriously and is the survey answered with care and honesty. Misunderstandings are hard to control as it is not clear if response options have been successful from the perspective of the responder. It is not known if the respondents are familiar with the subject nor if they understand it. Making a good survey takes time and demands knowledge and skill from the researcher. In addition, unresponsiveness can rise especially with web and postal surveys. (Hirsijärvi & Remes & Sajavaara 2008, 188-191)

Questionnaires are often used for illustrative and descriptive research, which can be used to describe and identify irregularity in different phenomena. Descriptive research can find out opinions, attitudes or organisational systems. Versus descriptive research, explanatory or analytical research aids to explain and observe connections between variables. (Saunders, Lewis & Thornhill 2016, 439)

Objectives, resources and the research question will influence the type of questionnaire chosen. Different types of questionnaires are collection, postal, internet, telephone and structured interview. To meet the purposes of the questionnaire it is important to know exactly what data needs to be collected before scheming the questionnaire. (Saunders, Lewis & Thornhill 2016, 481)

5.2 Survey as a data collection method

The aim for the thesis is to describe and evaluate TUI Experience centre's sustainability. The research question is; Is TUI Experience centre sustainable? When measuring sustainability it is important to divide sustainability into the three main dimensions, as one can be sustainable environmentally but perhaps is not sustainable economically or socially. The objective is to measure sustainability in all aspects of the sustainability and from there TUI Experience centre can build on the weaker aspects of the sustainability. The research was done with a web survey, population of the survey is the employees of the TUI Experience centre, as employees can give insight on all aspects of sustainability and give more results that are diverse. This survey is mainly quantitative due to the research method and the amount of answers however; the topic has qualitative aspects as well.

The research started by investigating the theory and existing information regarding sustainability. It became important to clarify which aspects of sustainability were important for the TUI Experience centre. It was important also to acknowledge that TUI Experience centre is part of the large organisation TUI Group, which is one of the leading enterprises on sustainability in the tourism industry. Therefore, TUI Group's sustainability strategy is a vital aspect when looking at TUI Experience centre's sustainability as well as looking at sustainability in the industry level. In addition, this research could establish if TUI Group's sustainability strategy is reaching the lower levels of the organisation such as TUI Experience centre.

As there was no prior research made on sustainability of the TUI Experience centre, the research question remained quite vast including all three dimensions of sustainability. Quantitative methods gave an opportunity to get a wider scope of information. From the quantitative methods, internet survey was chosen for the data collection. Internet survey was ideal for the research, as it allows the data to be collected in a short period of time as well as analysing of the data is faster compared with the qualitative methods. TUI Experience centre provided a good population for the survey as the employees are able to observe the visual aspects of the sustainability and input their own opinions on sustainability. TUI Experience centre's 210 employees were a sufficient amount to execute a quantitative internet survey if sufficient amount of answers could be collected.

Even though qualitative methods could have been used, it was clear, that time wise it would have prolonged the research and there was not enough resources to complete qualitative research. In addition, this would have required more flexibility from the employees and interviewees besides which would have given possibly myopic results.

Last questions on the first part were to measure how important sustainability is for the respondent and their opinion on how sustainable they see TUI Group and how sustainable they see TUI Experience centre. All these were asked with a scale from one to five. The rest of the survey was divided into dimensions of sustainability. First 19 environmental questions, including matrix, scale and multiple choice questions. Second 11 economic questions using scale and multiple choice questions. Lastly nine social questions using scale, multiple choice questions and one open question. In total, survey includes 44 questions. Full survey is found in the appendix one.

The survey was made with Google Forms. Google Forms was chosen as it has been previously used in the TUI Experience centre and therefore familiar to the employees. The survey was sent to all employees of TUI Experience centre via email on the 23.10.2018 and deadline to answer the survey was sent for 31.10.2018. Within this time period the survey was chased three times and posted to JAM, which is an online platform for the employees. The survey received 118 answers and was considered a sufficient amount of answers. The results of the survey were analysed by exporting the files from Google Forms to Excel.

5.3 Reliability and validity

The structure, design and thoroughness of the pilot testing will determine the response rate achieved as well as validity and reliability of the data collected. On the design of the questionnaire individual question's wording should be considered as well as the order of the questions. The order of the questions should be logical and the questionnaire should flow smoothly. Questionnaire should be easy to fill and read, in addition visually clear and good-looking. Questions can be open or closed questions, closed question types are matrix, rating, quantity, ranking and category. On self-completed questionnaires, it is recommendable to have a cover letter or email to explain the questionnaire; this can also have an effect on answer rates. (Saunders, Lewis & Thornhill 2016, 482)

In order to get high quality data it should be accurate meaning that population which have answered the survey is equivalent of the population needed to get accurate data. Data has to include the main objectives and for the integrity of the data it must not be altered, in the case it has been, it must be done securely and transparently. Survey should not be taken twice by the same respondent in order for the data to be unique. Finally survey must evaluate what it was set to evaluate for the survey to be valid. (Bhaskaran & LeClaire 2010, 179-180.)

The research is reliable when it can be repeated and still give the same results and results are valid when the research method is measuring the topic it is supposed to measure (Ketokivi 2015, 229). Validity can be divided into two: internal validity and external validity. Internal validity refers to the relationship between the measurements used and what is being measured. External validity on the other hand, refers to the relationship between the conclusion and external phenomena. Both relationships should be consistent and conclusions should correspond with the theory. Reliability refers to the functionality of the survey. The predominant focus on reliability is that it is repeatable. However, this is more consistent with more scientific research. In development activities and social questions it is not always possible to get exactly same results. (Toikko & Rantanen 2009, 122-123)

This research has been implemented to accomplish validity and reliability of the research. The structure and design were thought out and questions were placed carefully in order to accomplish maximum reliability. If the survey were to be conducted again the results would be similar if the TUI Experience centre's sustainability and actions remain the same, therefore it is reliable. The research is valid as the results answer the research

question; is TUI Experience centre sustainable and which are the areas to develop? In addition conclusions correspond the external phenomena.

6 Results

The survey was sent to all 210 employees of the TUI Experience centre. The survey got 118 answers in total. To get the answer rate, this is 118 divided by 210, times 100, $(118/210 * 100)$, which counts for the answer rate of 56.19 per cent. The results are shown with figures to visualise the results of every question. The survey was divided into four parts; general questions, environmental questions, economic questions and social questions. General questions give information on the respondents' source market age and attitudes.

First question, Figure 1, took in consideration the respondents source market BeNe, GASP, Nordic, UK & Ireland or Other. Those who worked for the French and Dutch source market would choose BeNe. Those who worked for German, Austrian, Swiss or Polish source market would choose GASP. Those who worked for Swedish, Norwegian, Danish or Finnish source market would choose Nordic. Those who worked for the English source market would choose UK & Ireland. Finally, administrative jobs and the retail team would choose option other, which includes employees from all mentioned source markets.

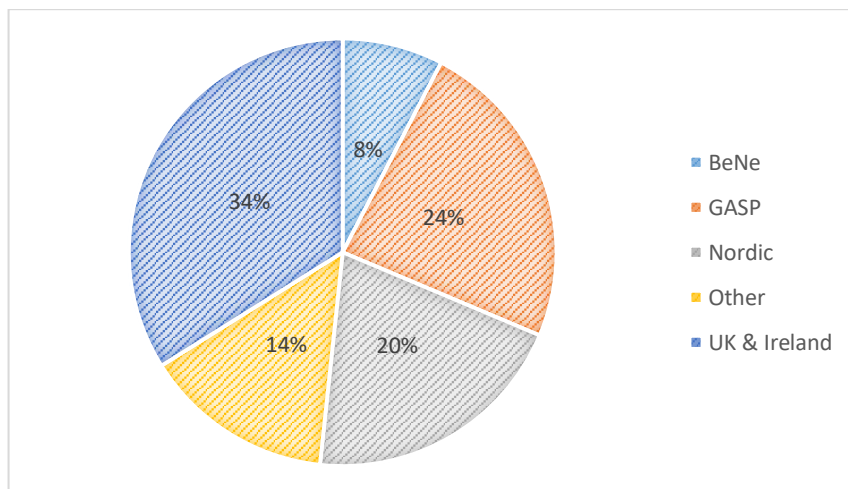


Figure 1. Distribution of source markets (n = 118)

Figure 1, shows that 34 per cent of the answers came from the UK & Ireland source market, second largest group was GASP with 24 per cent of the answers, close second was the Nordic source market with 20 per cent of the answers. Others, got 14 per cent and smallest source market BeNe was eight per cent of the answers.

Second questions were regarding age, ages were divided into three options; 18-30, 30-40 and 40 or over. The ages were vaguely divided by the X, Y and Z generations. X-generation was born approximately between years 1965 – 1980, X-generation was introduced to new technologies at later age and were born before technologies were predominant (FourHooks 26.04.2015). Y-generation was born from early 1980s to 2000, Y-generation has lived in the time without digitalisation but were introduced to it at an early age (FourHooks 26.04.2015). Z-generation was born in the 1990s, Z-generation has never known the world without new technologies (FourHooks 26.04.2015). In accordance with this 18-30 years olds would present the mostly Z-generation and a bit of Y-generation, 30-40 years olds would present the Y-generation and 40 and over would present X-generation.

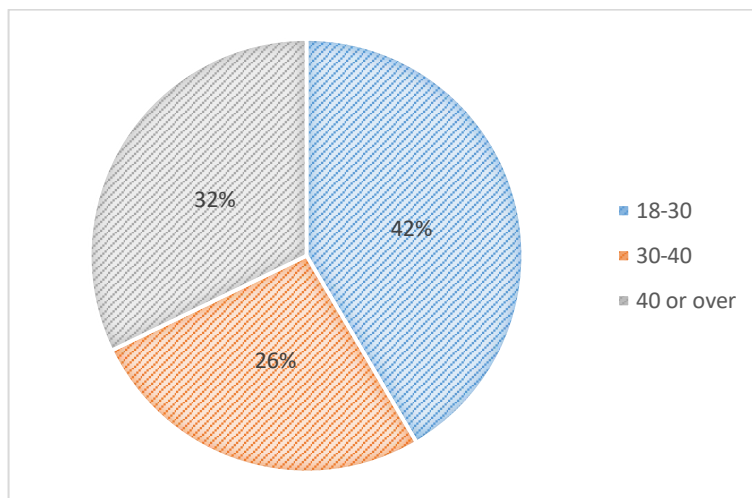


Figure 2. Ages (n = 118)

Figure 2, shows that almost half, 42 per cent of the respondents were 18-30 years old. Second largest age group is 40 and over, which is 32 per cent of the respondents. Approximately quarter of the respondents were 30-40, exactly 26 per cent. This could indicate that 18-30 years olds are more interested in sustainability as they are the largest age group answering the survey.

Third question was to measure the importance of sustainability to the respondents as this could have an effect on their opinions on the matter. Third question was; how important sustainability is for you? The respondents were able to scale the answer from one to five, one indicating; not at all and five indicating; I find it very important.

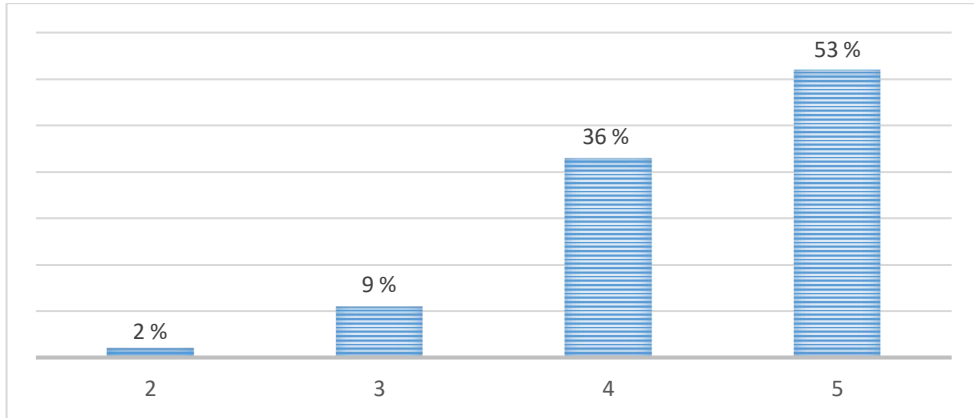


Figure 3. Importance of sustainability (n = 118)

Figure 3, presents the answers to: How important sustainability is for you? None of the respondents answered one, Not at all. Over half, 53 per cent find sustainability very important to them. 36 per cent answered number four, which would indicate that sustainability is quite important, nine per cent answered number three which would indicate that sustainability is neither very important nor not important at all.

Fourth question was to measure the perception and attitudes regarding the sustainability of the TUI Group and fifth question regarding the perception and attitudes regarding the sustainability of TUI Experience centre. Both questions were with the scale of one to five, number one indicating that TUI Group or TUI Experience centre are not sustainable at all, number five indicating that TUI Group or TUI Experience centre are very sustainably in all aspects.

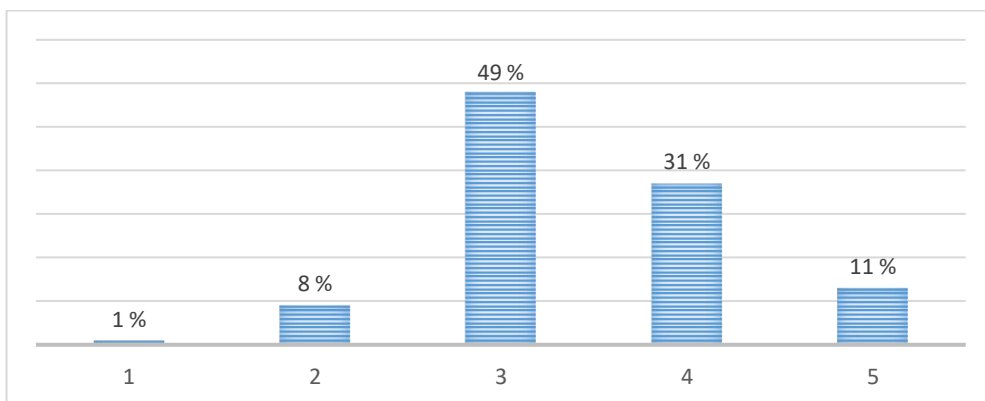


Figure 4. Sustainability of TUI Group (n = 118)

In Figure 4, it is shown that 11 per cent of the respondents find TUI Group very sustainably in all aspects. 31 per cent answered number four, 49 per cent answered number three, eight per cent answered number two and only one per cent answered

indicating that TUI Group is not sustainable at all. Therefore, the majority does not find TUI Group to be sustainable in all aspects but neither not sustainable at all. It is also visible that the answers are more towards TUI Group being sustainable in all aspects rather than not at all.

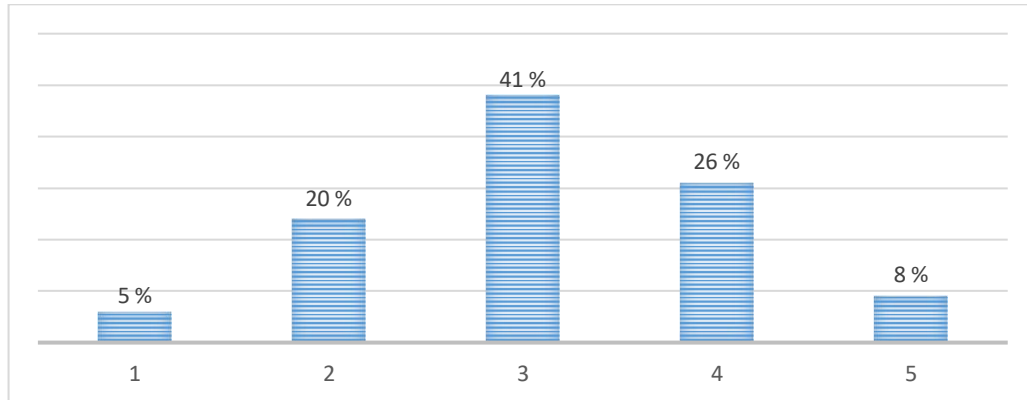


Figure 5. Sustainability of TUI Experience centre (n = 118)

Figure 5, demonstrates how sustainable respondents find TUI Experience centre. Five per cent answered number one, not sustainable at all, 20 per cent answered number two, 41 per cent answered number three, 26 per cent answered number four and 8 per cent answered number five, very sustainable in all aspects. Again majority doesn't find TUI Experience centre sustainable in all aspects nor not sustainable at all. However, comparing with the Figure 4, TUI experience centre is more divided in the middle and towards not being sustainable.

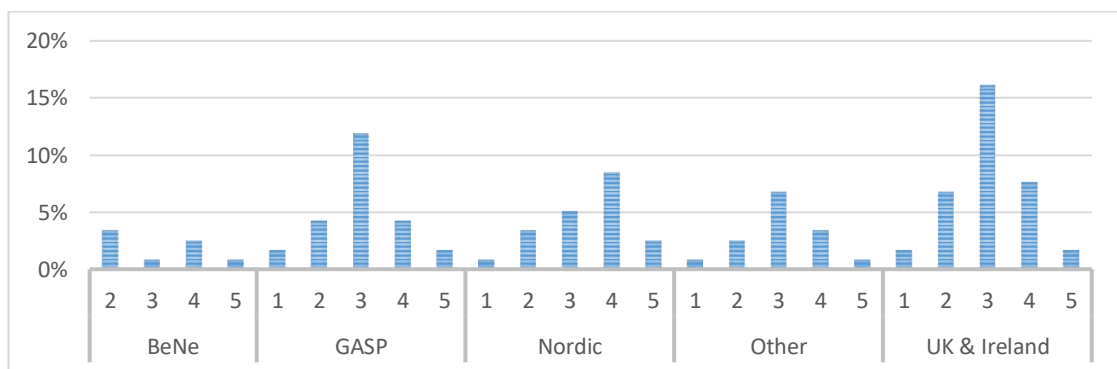


Figure 6. How sustainable TUI Experience centre is per source market (n = 118)

Figure 6, combines the information of Figure 1 and Figure 5. Demonstrating which source markets find the TUI Experience centre sustainable. The total distribution of answers is as well visible on the figure 6. It is shown that BeNe source market doesn't find TUI Experience centre to be sustainable as most answers are distributed to number two, but

as well to number four, indicating that opinions are divided approximately half and half. GASP and Other find TUI Experience centre average regarding sustainability as well as UK & Ireland. However, UK & Ireland is leaning slightly towards TUI Experience centre being sustainable in all aspects. Lastly the Nordic source market is clearly finding TUI Experience centre sustainable as most responses were for number four.

6.1 Environmental questions

The environmental questions are measuring internal and external aspects of TUI Experience centre's sustainability. Main topics are commuting, local environment, energy, water and waste. These questions include TUI's own sustainability requirements. Environmental aspects are the biggest area out the three.

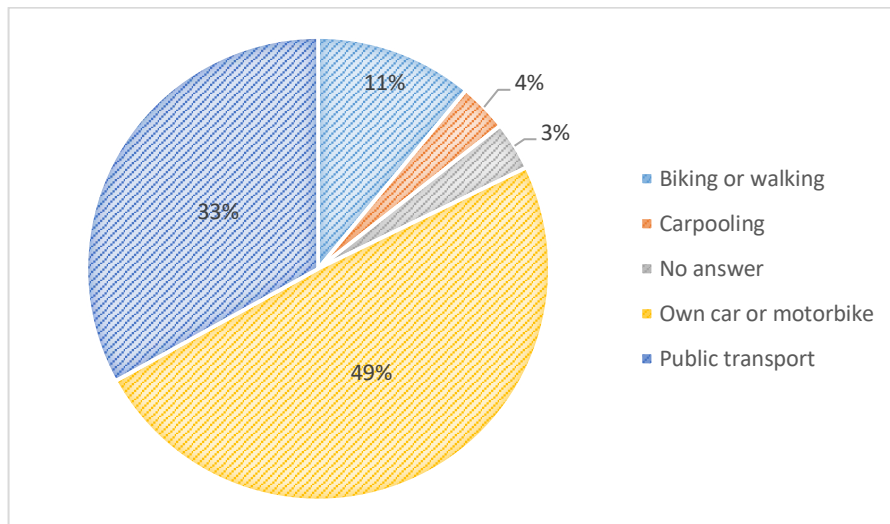


Figure 7. Ways of commuting (n = 114)

Figure 7, shows the ways employees are commuting to work. Almost half, 49 per cent are traveling to work with their own car or motorbike. Over a quarter, 33 per cent are using public transport. 11 per cent of the respondents are walking or biking to work and only four per cent carpool to work. Three per cent have left the question unanswered. The fact that almost half of the respondents are using car or a motorbike to commute to work would indicate that there is possibility to arrange more carpooling opportunities.

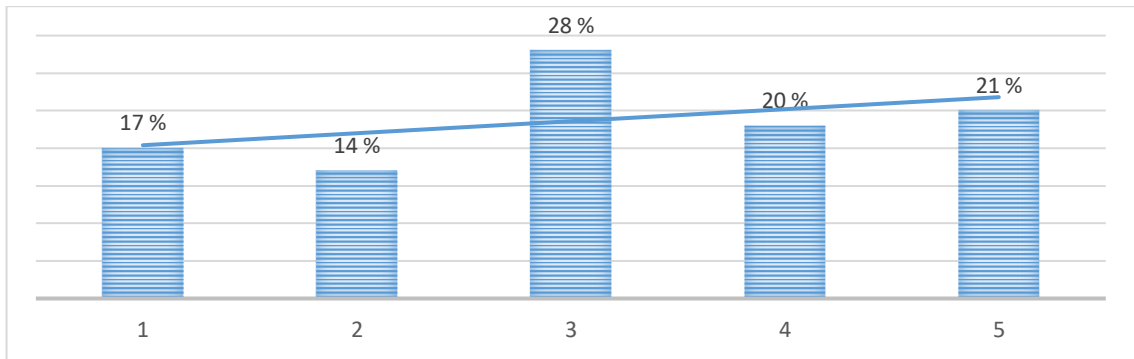


Figure 8. Practical and cleanest way of commuting (n = 118)

Figure 8, demonstrates opinions from 1 to 5 whether the respondents are able to use most practical and cleanest transportation options on their way to work. Number one indicating not at all, and five indicating yes, all the time. 17 per cent answered not at all, 14 per cent answered number two, 28 per cent answered number three, 20 per cent answered number four and 21 per cent answered yes, all the time. Trendline on the figure 7 helps to visualise the direction of the answers. Majority have answered number three in the middle and over to wards yes they are able use most practical and cleanest ways to go to work. However, it is a surprisingly even distribution between the scales one to five.

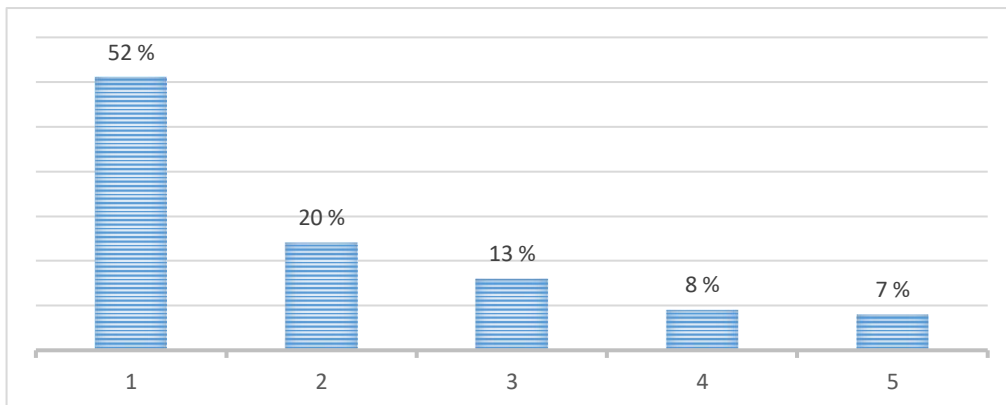


Figure 9. Alternative transport (n = 118)

Figure 9, demonstrates if alternative transport options are provided to the employees, for example car sharing or biking. Number one indicating not at all and number five indicating yes all the time. Over half, 52 per cent have answered not at all, 20 per cent number two and 13 per cent answered number three, eight per cent answered number four and least answers, seven per cent, were given to yes all the time. This indicating mostly that no alternative transport options are provided to the employees, however, some of the employees have options on the ways how to commute to work.

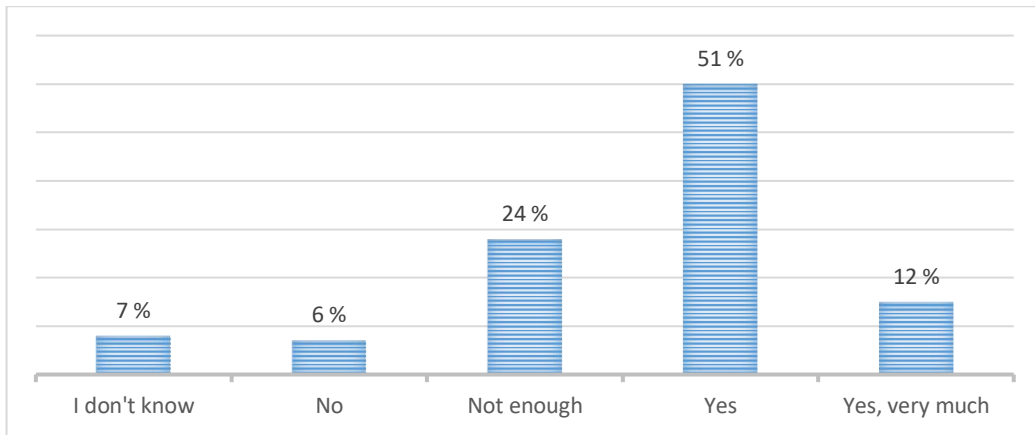


Figure 10. Supporting local environment (n = 118)

Question demonstrated in figure 10; Does TUI experience centre engage and take part in initiatives to support local environment? Was to measure one of the aspects how TUI is beneficial and sustainable towards the local environment. Answer options were; I don't know, no, not enough, yes and yes, very much. Majority, 51 per cent answered yes, 24 per cent answered not enough, 12 per cent answered yes, very much, seven per cent answered I don't know and six per cent answered no. This points out that TUI Experience centre does take part and engage with initiatives to support local environment. Nevertheless almost a quarter have answered not enough and only 12 percent answered yes very much, meaning TUI Experience centre could take part even more to support the local environment.

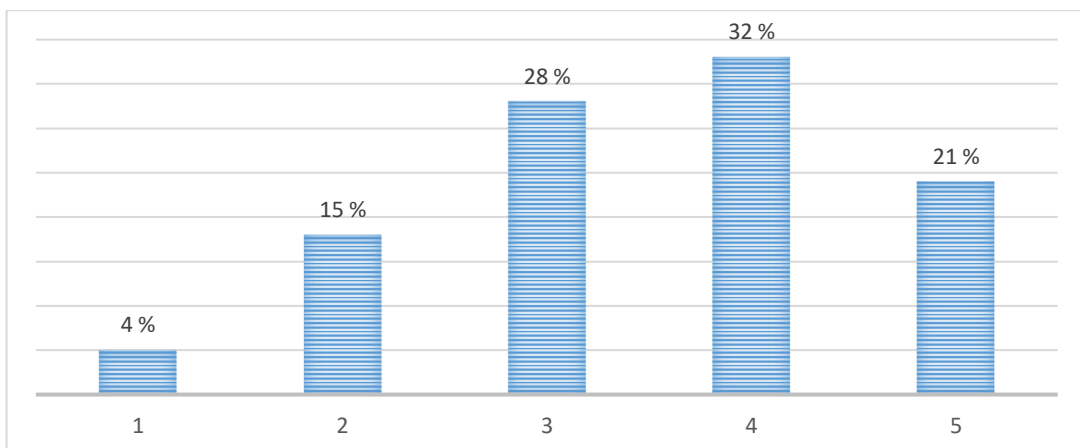


Figure 11. Visibility of waste disposal and recycling (n = 118)

Figure 11, shows how visible respondents see the waste disposal or recycling in the office. Number one indicating not visible and number five indicating very visible. Only four per cent answered number one not visible, 15 per cent answered number two, 28 per cent answered three, 32 per cent answered four and 21 per cent answered number five very

visible. This would indicate that there is visibility as most answers are divided from three to five, but some respondents have also found the visibility to be non-existent or barely visible.

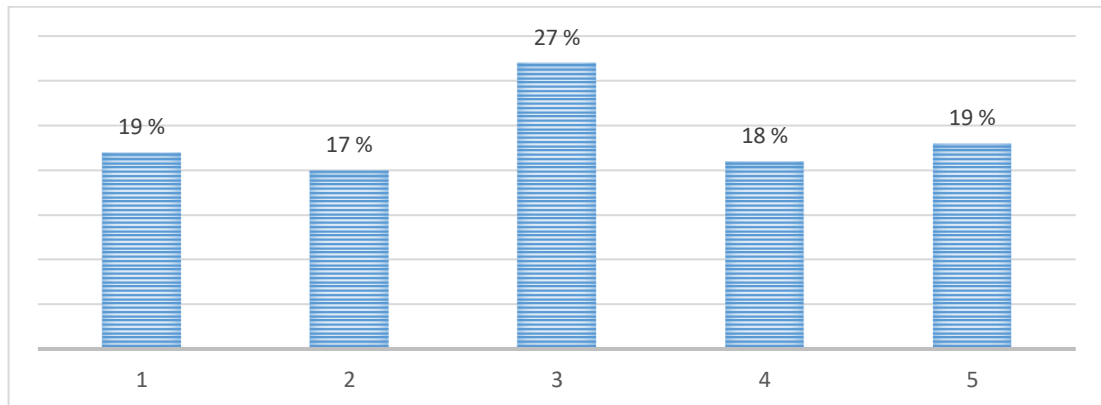


Figure 12. Visibility of water usage and regulation (n = 118)

Figure 12, demonstrates the visibility of the water usage and regulation in the office. Number one indicating not visible and number five indicating very visible. 19 per cent of the respondents answered not visible, 17 per cent answered number two, 27 per cent answered number three, 18 per cent answered number four and 19 per cent answered very visible. Majority have answered number three indicating that visibility of water usage and regulation is not very visible but not completely invisible either. It is also remarkable how even the scale have been divided between all respondents.

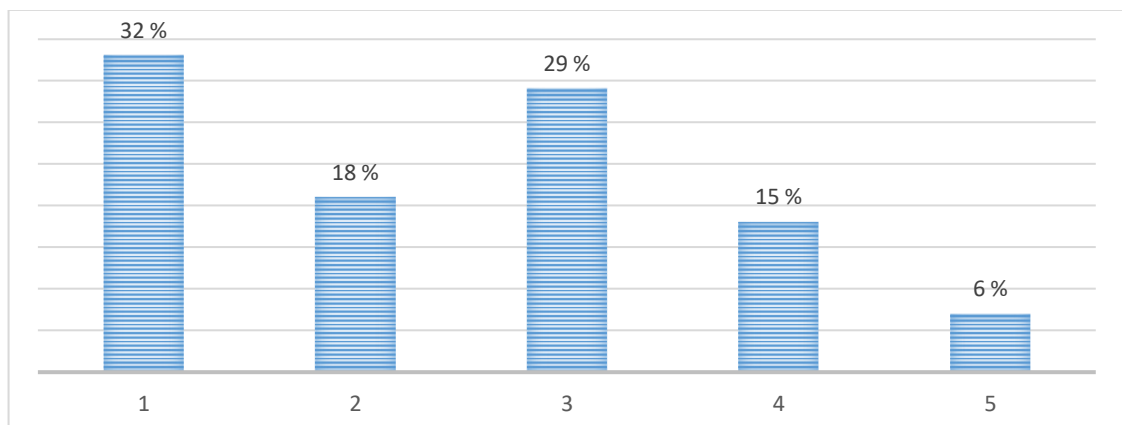


Figure 13. Visibility of energy usage and regulation (n = 118)

Figure 13, displays how visible respondents see the energy usage and regulation in the office. Number one indicating not visible and number five indicating very visible. Most answers, 32 per cent, were given to number one, not visible. 18 per cent answered number two, 29 per cent answered three, 15 per cent answered number four and six per

cent answered number five, very visible. Regarding energy usage and regulation the responses are more divided towards not visible rather than visible as over half of the responses are between one and three.

To the question; Have the employees been instructed on the usage and consumption of water, energy and minimizing waste or recycling by TUI? answer options were yes or no. Results show that 69 per cent answered no, they have not been instructed on the usage and consumption of water, 31 per cent answered yes. Regarding usage and consumption of energy 72 per cent answered no and 28 per cent answered yes. These would be clear majorities indicating that employees are not instructed on the usage and consumption of energy nor water. Regarding minimizing waste or recycling the answers were not as clear. 54 per cent answered yes and 46 per cent answered no, with a slight majority it can be said that employees are instructed on minimizing waste or recycling by TUI. To clarify the answer it would have been better to separate minimizing waste and recycling. The results demonstrated the yes or no answers from statement; TUI Experience centre avoids unnecessary plastic. 69 per cent of the respondents answered yes, TUI Experience centre avoids unnecessary plastic and 31 per cent disagreed.

The following questions are part of TUI's own sustainability requirements for the TUI smiling offices. They include questions specifically on energy consumption, usage of water and office conditions. These requirements are to be filled as much as possible in the TUI offices, however, if the requirements are not met this will need to be indicated when completing the check list. All questions were with answer options yes or no.

The result to question; Are you aware that TUI Experience centre uses low consumption light bulbs or led lights? 86 per cent of the respondents answered no and 14 per cent answered yes. Indicating that the employees are not aware of that TUI Experience uses low consumption light bulbs or led lights. The responses to question; Are you aware that TUI Experience centre has separate switches for different areas? 67 per cent answered yes and 33 per cent answered no. In conclusion TUI Experience centre has separate switches in different are of the office. The answers to question; Are you aware that TUI Experience centre has water meters? Majority, 76 per cent responded no and 24 per cent responded yes. Indicating that if the TUI Experience centre would have water meters they are not visible or TUI employees are not instructed on this. The answers to question; Are you aware that TUI Experience centre has water osmosis (water purification systems)? Most of the respondents answered no, 58 per cent, and 42 per cent answered yes. This would point out that most employees are not aware that TUI Experience centre has water

osmosis, but would indicate that TUI Experience has osmosis as such a large amount, 42 per cent, did answer yes. The result to question; Are you aware that TUI Experience centre has water saving toilets? 86 per cent replied no and 14 per cent replied yes. This indicates that vast majority of the employees are not aware that TUI Experience centre has water saving toilets.

The answers to question; Are you aware that TUI Experience centre has energy meters? 87 per cent answered no and 13 per cent answered yes, which reveals that most are not aware if TUI Experience centre has energy meters. The answers to question; Are you aware that TUI Experience centre uses renewable energy? 91 per cent answered no and nine per cent answered yes. When inspecting this result it is clear that employees are not aware if the TUI Experience centre uses renewable energy and could even indicate that TUI Experience centre does not use renewable energy. The responses to question; Are you aware that TUI Experience centre has plants in different areas of the office? 50 per cent answered yes and 50 per cent answered no. This result is very interesting and one can speculate that if the employees are sitting in different areas of the office they observe only their space and half of them can observe plants in their area and other half does not.

The answers to question; Are you aware that TUI Experience centre has separate switches for air-conditioning per area and temperature limits are available? 71 per cent answered yes and 29 per cent answered no. Signifying that most employees are aware that there are separate switches for air-conditioning per area and temperature limits are available. The responses to question; Are you aware that TUI Experience centre uses indoor paint, free of volatile organic compounds? 95 per cent responded no and only five per cent answered yes. Meaning that vast majority of the employees is not aware that TUI Experience uses indoor paint, free of volatile organic compounds.

6.2 Economic questions

Economic questions measure the aspects of economic sustainability in the TUI Experience centre. Questions concern services used in the TUI Experience centre, hiring, local community, equality, vocational training as well as training on sustainability.

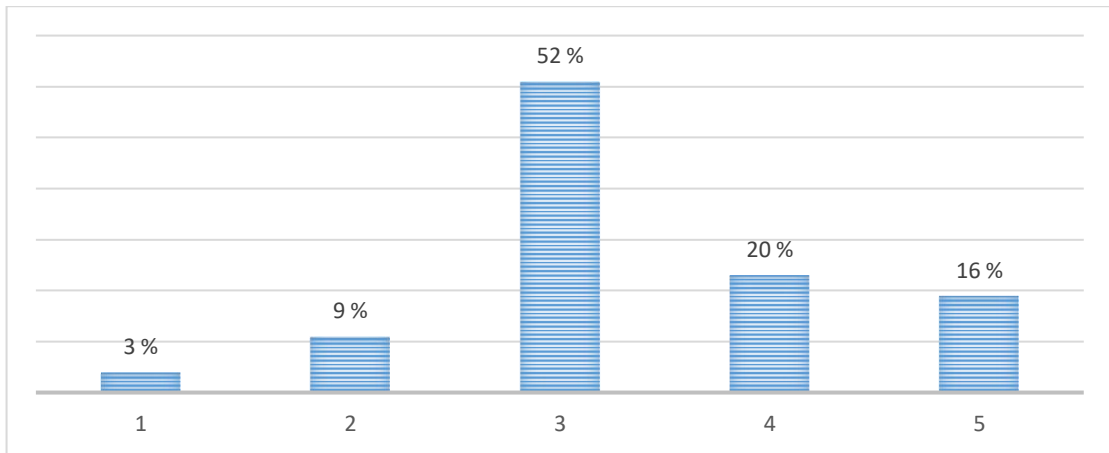


Figure 14. Local services in acquisition (n = 118)

Figure 14, reveals if the employees agree or disagree with the statement; local services are used and preferred in the acquiring of office supplies. Number one meaning disagree and number five meaning agree. Three per cent of the respondents replied number one disagree, nine per cent of the respondents replied number two, 52 per cent replied number three, 20 per cent replied number four and 16 per cent answered number five, agreeing that local services are used and preferred in the acquiring of office supplies.

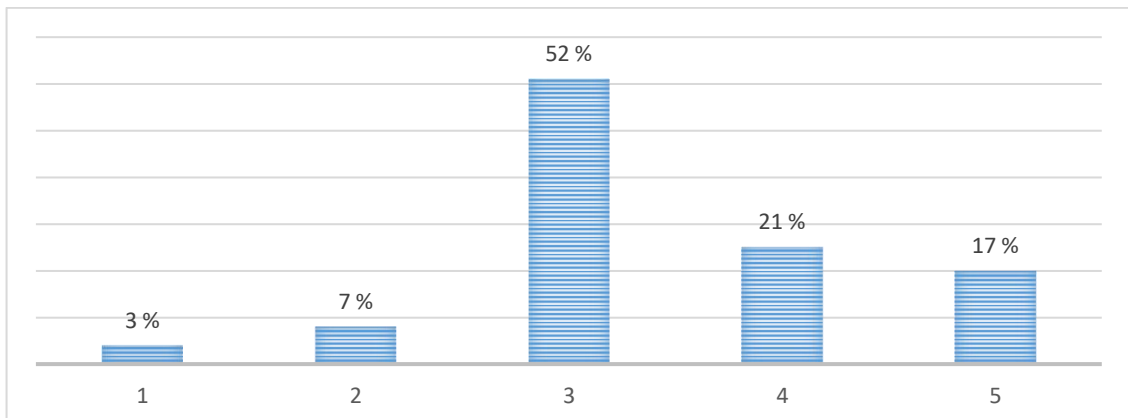


Figure 15. Local services in external companies (n = 118)

Figure 15, demonstrates if the employees agree or disagree with the statement; local services are used and preferred when using external companies. Number one meaning disagree and number five meaning agree. Three per cent of the respondents answered number one disagree, seven per cent of the respondents replied number two, 52 per cent replied number three, 21 per cent replied number four and 17 per cent answered number five, agreeing that local services are used and preferred when using external companies.

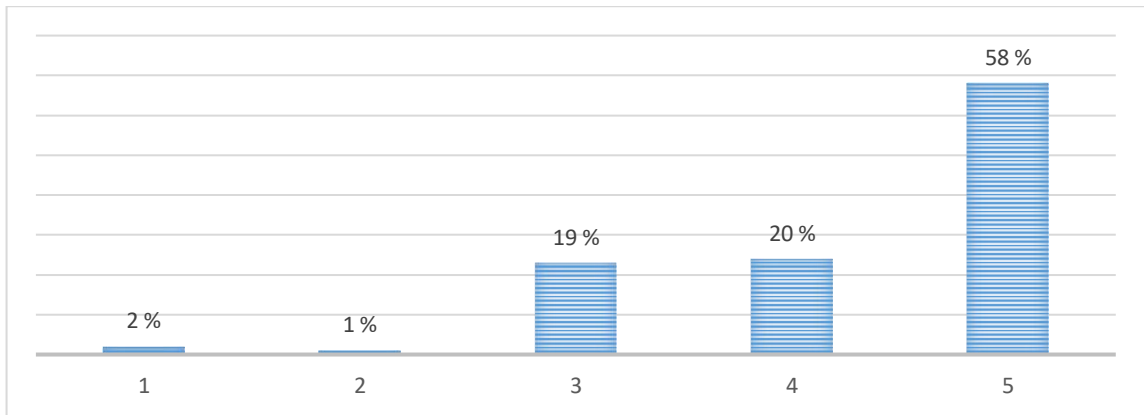


Figure 16. Hiring locals (n = 118)

Figure 16, shows if the employees agree or disagree with the statement; TUI Experience centre doesn't discriminate locals when hiring employees. Two per cent answered number one indicating, disagree. One per cent answered number two, 19 per cent answered number four and 58 per cent answered number five indicating, agree. This result quite clearly indicates that most of the employees believe that TUI Experience centre doesn't discriminate locals when hiring employees.

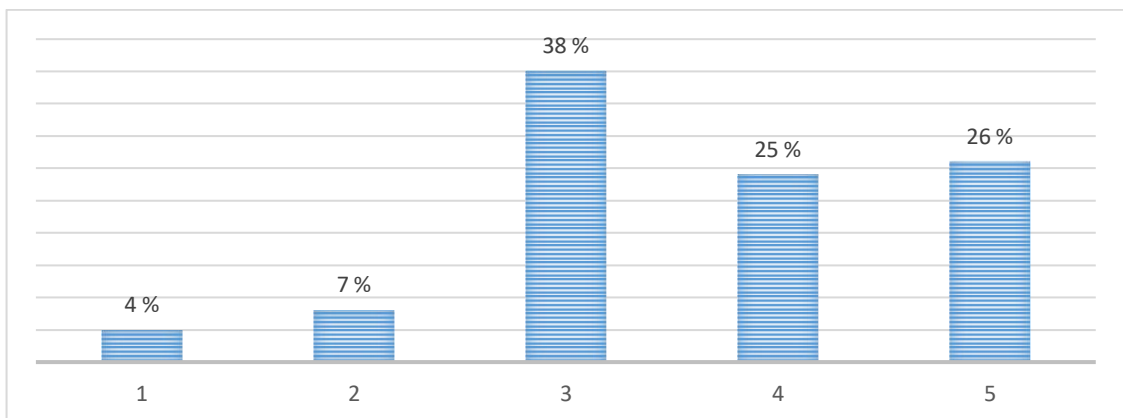


Figure 17. Local community (n = 118)

Figure 17, illustrates if the respondents agree or disagree with the statement; TUI Experience centre is economically beneficial to the local community. Number one indicating disagree and number five agree. Four per cent answered number one, seven per cent answered number two, 38 per cent answered number three, 25 per cent answered, number four and 26 per cent answered number five. Majority answered number three and most answers were between numbers three and five. Indicating that the employees believe that TUI Experience centre is economically beneficial to the local community.

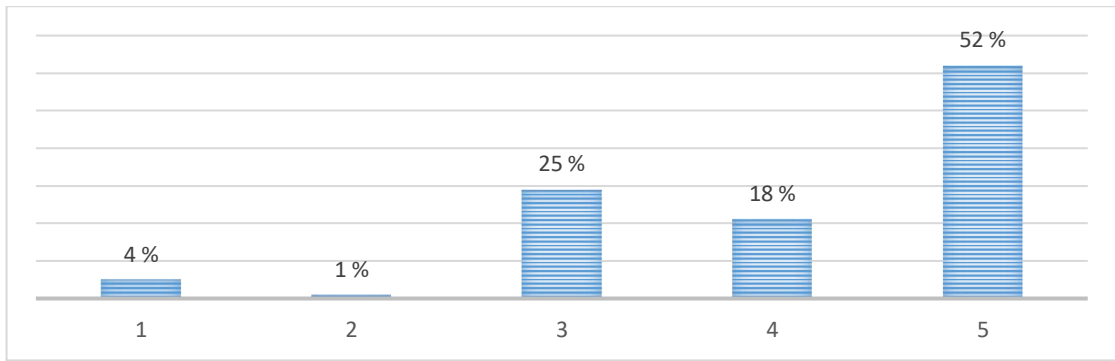


Figure 18. Equal pay (n = 118)

Figure 18, shows if the respondents agree or disagree with the statement; all genders have equal pay in the TUI Experience centre. One indicating disagree and five agree. Four per cent answered number one, disagree. One per cent answered number two, 25 per cent answered number three, 18 per cent answered number four and 52 per cent answered number five. Indicating that over half of the respondents agree that all genders have equal pay in the TUI Experience centre.

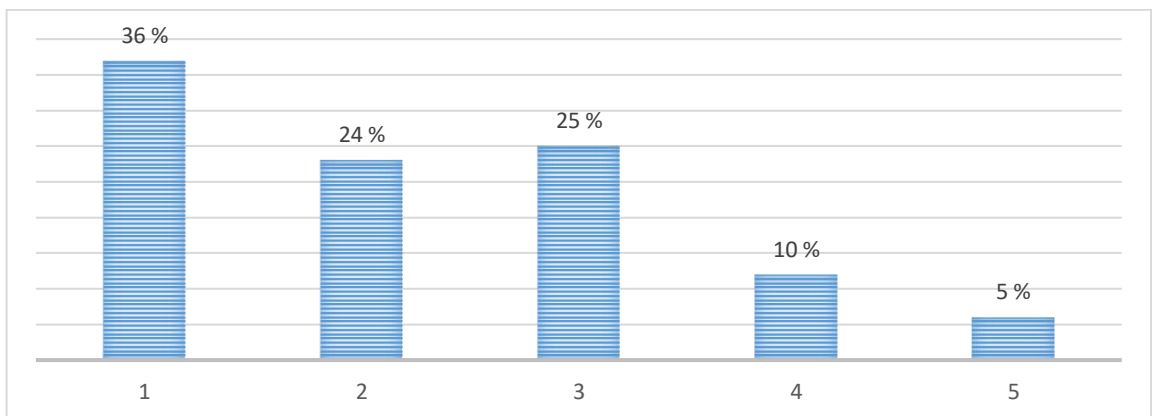


Figure 19. Competitive salary (n = 118)

Figure 19, demonstrates if the respondents agree or disagree with the statement; TUI Experience centre offers a competitive salary. One indicating disagree and five agree. 36 per cent answered number one disagree. 24 per cent answered number two, 25 per cent answered number three, 10 per cent answered number four and only five per cent answered number five agree. Results show that most employees find that the TUI Experience centre's salary is not competitive. Most answered are divided between one and three.

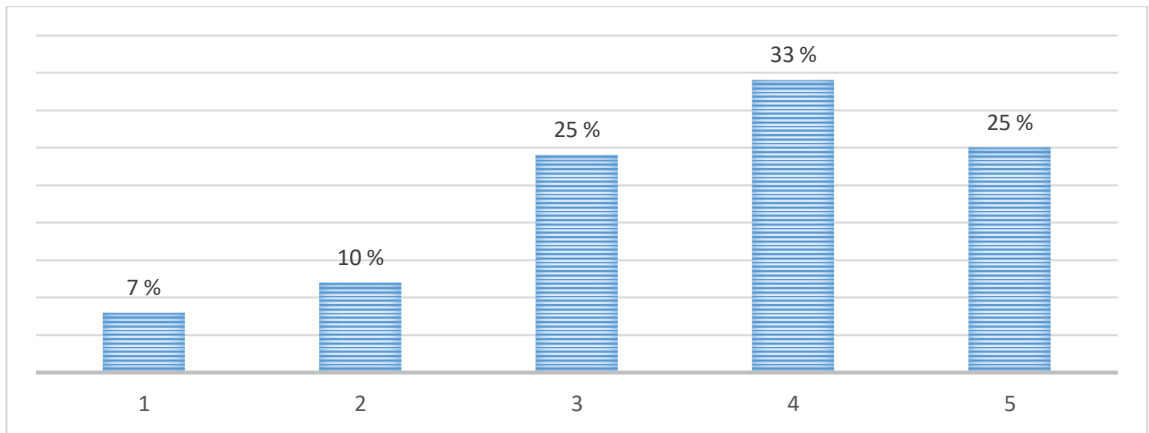


Figure 20. Vocational education and training (n = 118)

Figure 20, shows if the respondents agree or disagree with the statement; everybody have equal opportunities to get vocational education and training. One indicating disagree and five agree. Seven per cent answered number one, 10 per cent answered number two, 25 per cent answered number three, 33 per cent answered number four and 25 per cent answered number five. Most answers are divided between numbers three and five, signifying that most employees agree that everybody have equal opportunities to get vocational education and training.

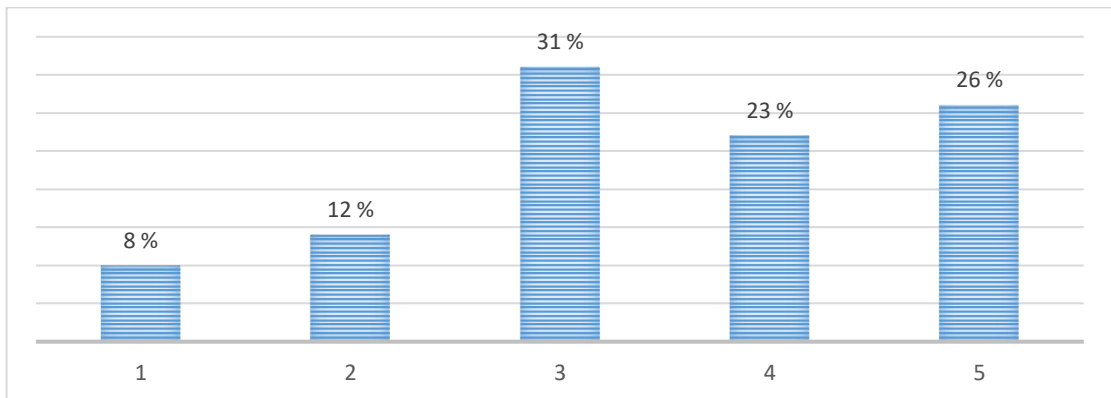


Figure 21. Sustainability training (n = 118)

Figure 21, demonstrates employees' interest on getting training on sustainability. Answer options were given with a scale of one to five, one indicating not at all and five indicating yes, very much. Eight per cent answered number one, 12 per cent answered number two, 31 per cent answered number three, 23 per cent answered number four and 26 per cent answered number five. Most answers were between numbers three and five, showing that most of the employees would like to have training on sustainability. However, most answers were given for the mid-range number three.

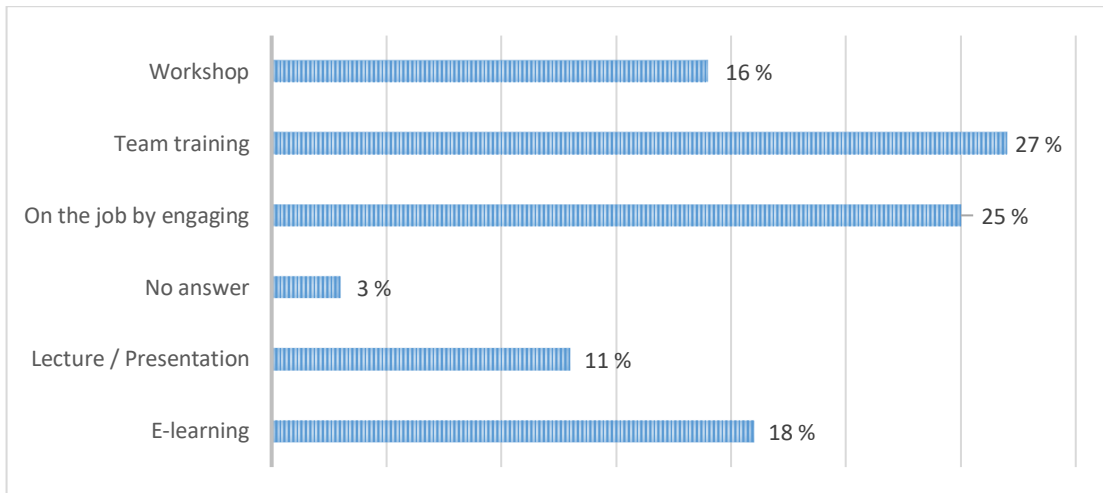


Figure 22. Sustainability training type (n = 116)

Figure 22, illustrates question; How would you like to be trained on sustainability? And its answers. This questions was not set as obligatory as it was connected to the previous question whether the respondent would like to have training on sustainability, this explains the amount of answers to the question. 16 per cent answered that they would like to be trained using workshop, 27 per cent preferred team training, 25 per cent on the job engaging, 11 per cent lecture or presentation and 18 per cent e-learning.

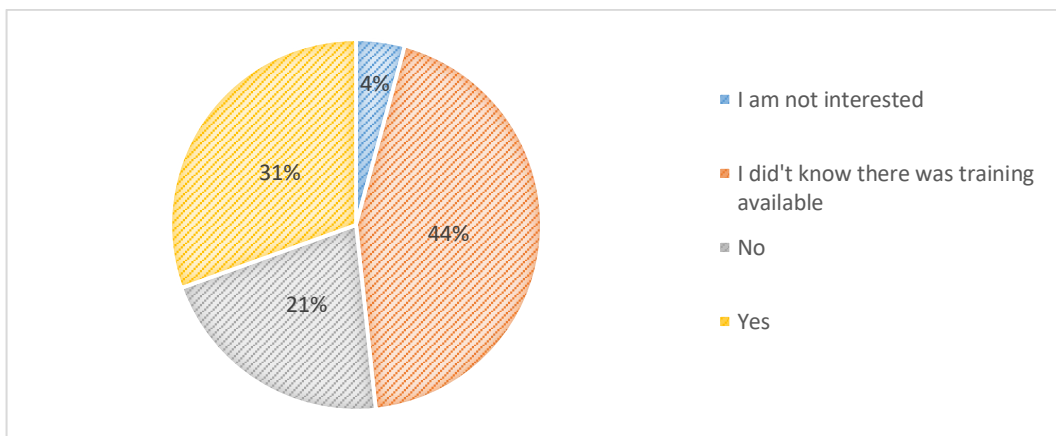


Figure 23. TUI's sustainability e-training (n = 118)

Figure 23, shows the answers to question; Have you used the e-training of sustainability provided by TUI? 31 per cent answered yes, 21 per cent answered no, four per cent answered that they are not interested and majority, 44 per cent answered that they did not know there was training available. This would indicate that the TUI Experience centre employees are not aware of the training they have from the sustainability department and they are not aware that the mandatory e-learning regarding human rights, child protection and modern slavery is part of the sustainability training.

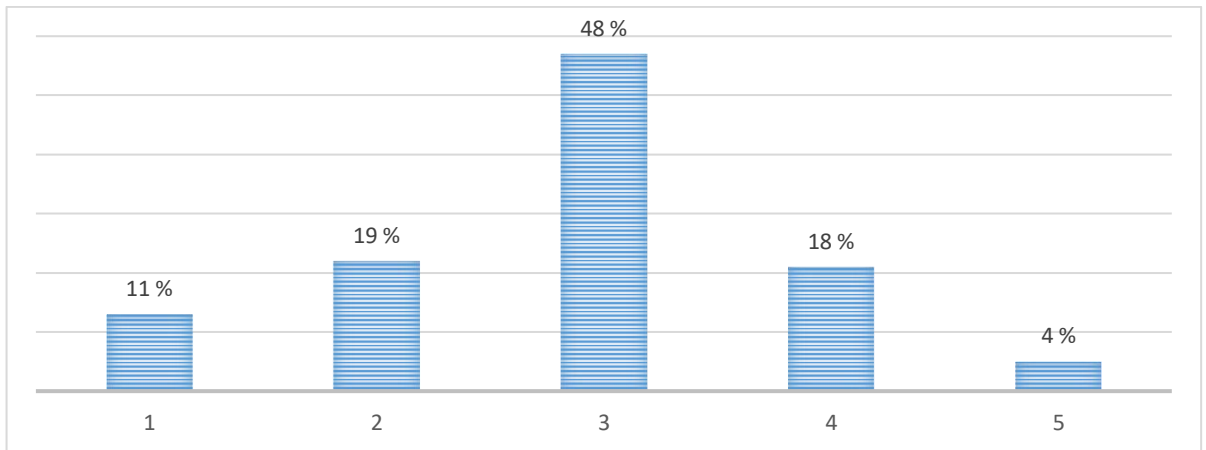


Figure 24. New technologies (n = 118)

Figure 24, demonstrates answers to statement; new technologies are used in the office to make it more sustainable. Options were set as a scale from one to five, one indicating disagree and five indicating agree. 11 per cent answered number one, 19 per cent answered number two, 48 per cent answered number three, 18 per cent answered number four and four per cent answered number five. Answers were mainly distributed from two to four in the middle, and the answers are leaning a bit more towards that employees disagree that new technologies are used in the office to make it more sustainable.

6.3 Social questions

Social questions are determining the aspects of social sustainability in the TUI Experience centre. Questions include themes like engagement, equality, values, work place sustainability as well as health and safety.

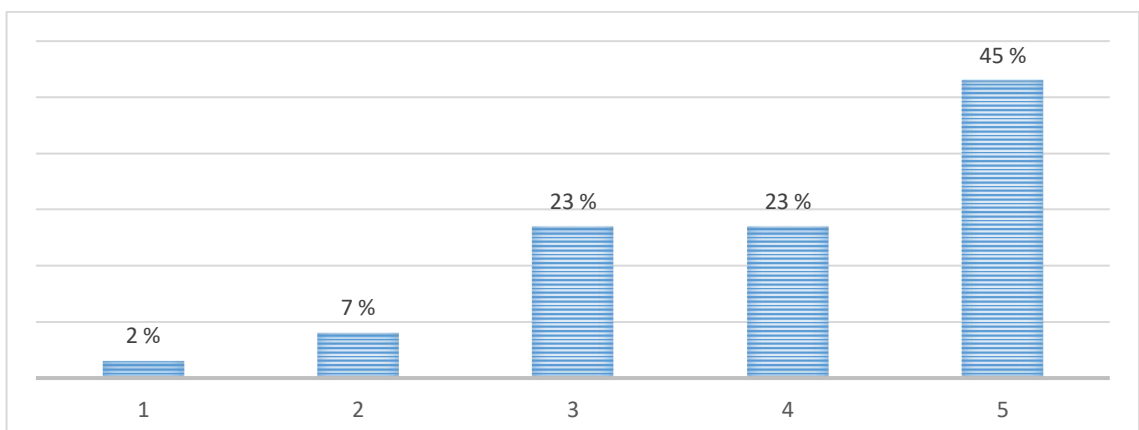


Figure 25. Equal opportunities (n = 118)

Figure 25, shows if the respondents agree or disagree with the statement; everybody have equal opportunities to progress at work and there is no discrimination of minorities. Two per cent answered number one, indicating disagree. Seven per cent answered number two, 23 per cent answered number three and same percentage answered number four as well. 45 per cent answered number five, indicating that they agree with the statement.

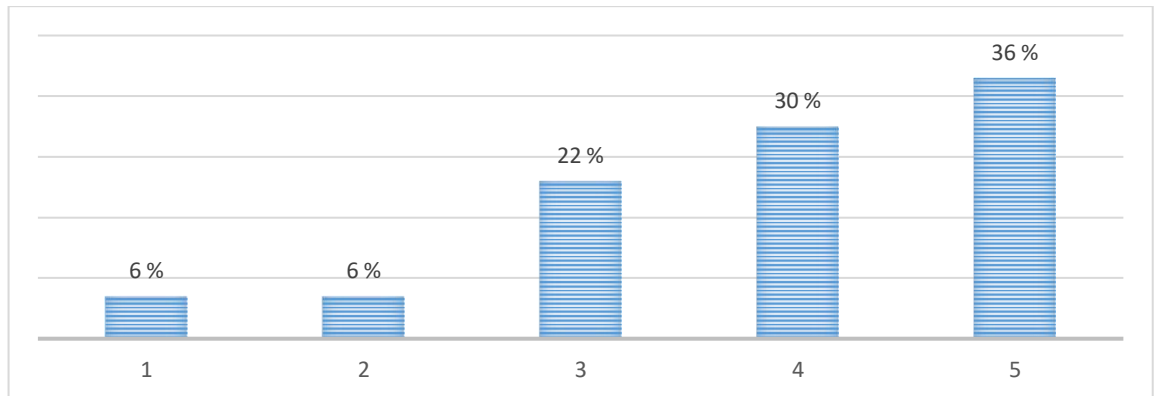


Figure 26. Freedom of speech (n = 118)

Figure 26, shows if the respondents are able to express themselves and give feedback freely in the office, with scale from one to five. One indicating disagree and five indicating agree. Six per cent answered number one, disagree. Six percent answered number two, 22 per cent answered number three, 30 per cent answered number four and 36 per cent answered number five, agree.

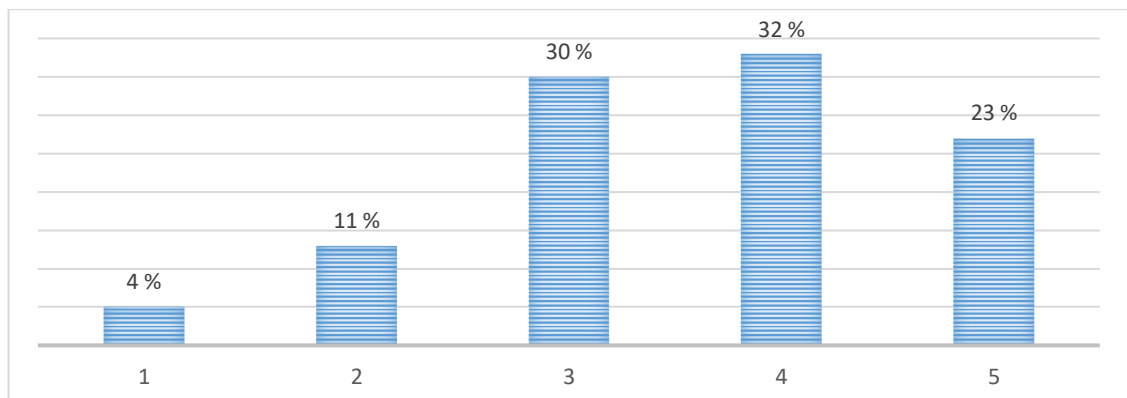


Figure 27. Freedom of action (n = 118)

Figure 27, demonstrates if the respondents have opportunities to take action in the office with scale from one to five. One indicating disagree and five indicating agree. Four per

cent answered number one, disagree, 11 per cent answered number two, 30 per cent answered number three, 32 per cent answered number four and 23 per cent answered number five, agree.

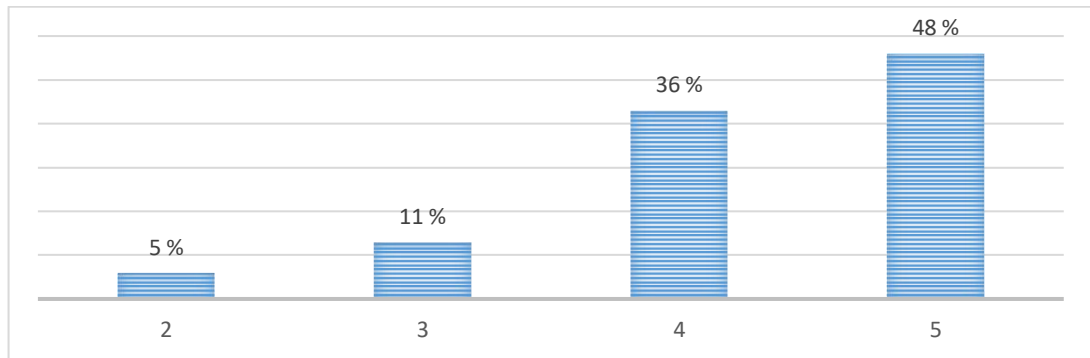


Figure 28. Organisations values (n = 118)

Figure 28, establishes if the employees identify with TUI's values. Number one indicating disagree and number five indicating agree. None of the respondents answered number one, disagree. Five per cent answered number two, 11 per cent answered number three, 36 per cent answered number four and 48 per cent answered number five, agree.

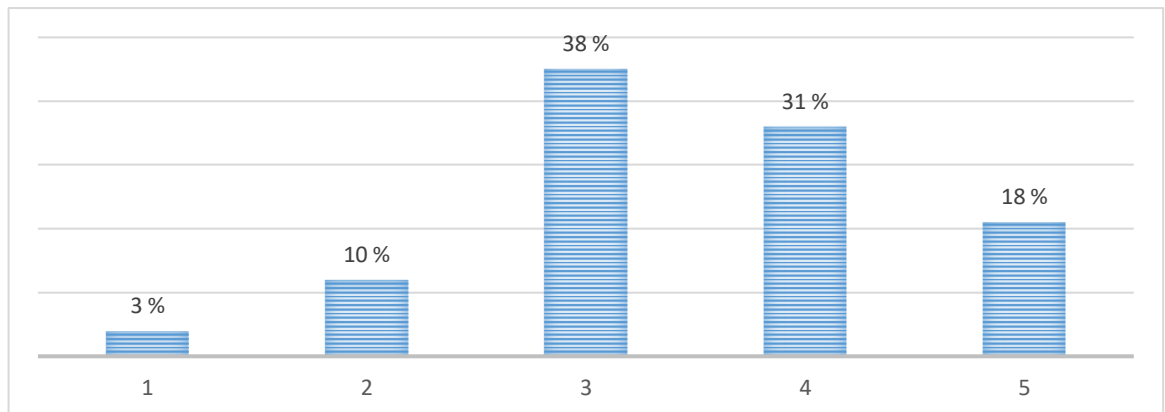


Figure 29. Engagement with sustainability (n = 118)

Figure 29, shows the answers to question; How engaged are you with sustainability in the office? Answers were given with the scale of one to five, one indicating not at all and number five indicating engaged every day. Three per cent answered number one, indicating they are not engaged with sustainability at all in the office. 10 per cent answered number two, 38 per cent answered number three, 31 per cent answered number four and 18 per cent answered number five, indicating that they are engaged with sustainability every day in the office.

Employees daily sustainability actions in the office

Themes	How many mentioned:
Reducing plastic or using the Cleanwave water bottle	24
Recycling	24
Saving energy - switching off lights, A/C and computers	14
Saving water	7
Reducing printing	8
Organizing plastic free summer campaign	2
Engaging colleagues and raising awareness	4
Commuting by walking or bicycling	1
Engaging via this survey	1

Table 1. Actions towards sustainability in the office. (n = 55) see the appendix 2.

Following questions for how engaged are you with sustainability in the office? Was; If so, how? Please explain what do you do for sustainability in practice at the office? All answers are found in the appendix 2. This question was not set as a mandatory question. Table 1 shows most common themes mentioned by the employees as well as how many of the respondents answered them. Most of the answers included actions towards reducing plastic and usage of the Cleanwave water bottle as well as recycling in the office. These themes were mentioned in 24 of the answers given, which is almost and quarter of the respondents. Different ways of saving energy for example switching off lights, A/C and computers was mentioned in 14 responses. Saving water was mentioned in seven responses, eight responses mentioned reducing printing. Two of the respondents had been involved with the plastic free summer campaign and four of the respondents indicated more social sustainability actions like engaging with colleagues and raising awareness on sustainability. Only one respondent mentioned commuting and one engaging by filling the survey.

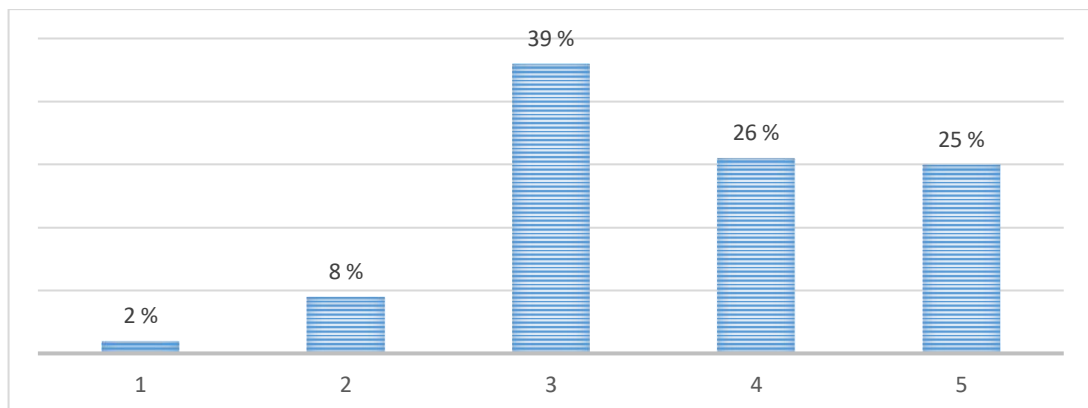


Figure 30. International labour regulations and standards (n = 118)

Figure 30, illustrates answers to statement; TUI experience centre is aware of international labour regulations and standards. Number one indicating disagree and number five indicating agree. Two per cent answered number one, disagree, eight per cent answered number two, 39 per cent answered number three, 26 per cent answered number four and 25 per cent answered number five, agree.

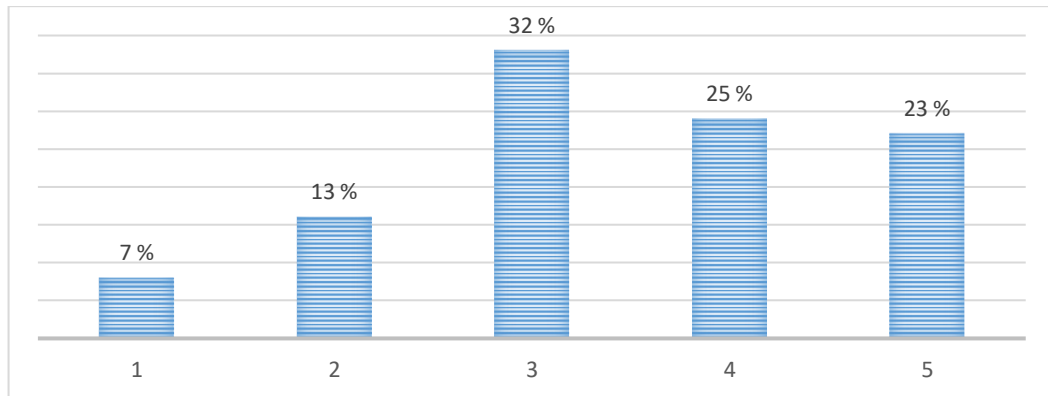


Figure 31. Health and safety (n = 118)

Second to the last question of the survey asked the respondents of the health and safety regulations are set in place properly. This question had TUI's health and safety regulations for the offices attached. Health and safety regulations are found in the questionnaire in the appendix 1. Answered were given with scale of one to five, one indicating disagree and five indicating agree. Seven per cent answered number one, 13 per cent answered number two, 32 per cent answered number three, 25 per cent answered number four and 23 per cent answered number five (Figure 31).

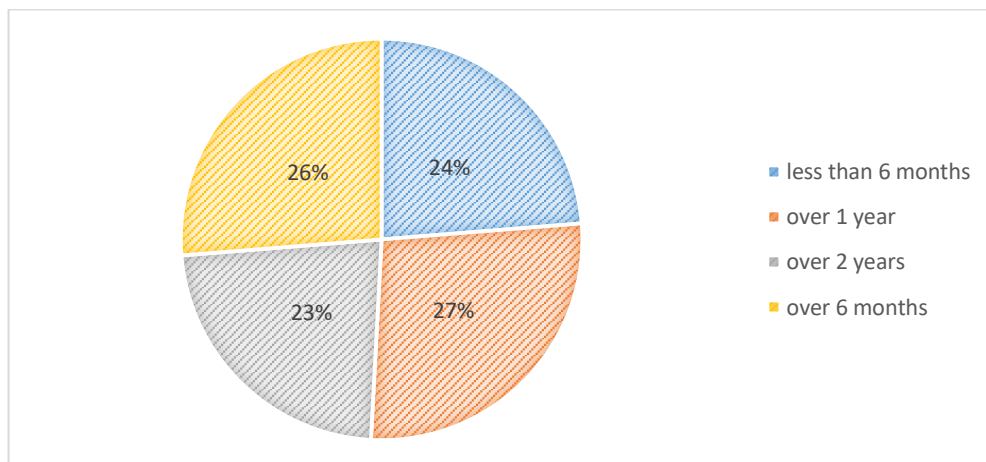


Figure 32. Time of employment (n = 118)

Last question (Figure 32) was: How long have you worked in the TUI Experience centre?
24 per cent answered that they have worked in the TUI Experience centre less than six months, 26 per cent have worked over six months, 27 per cent have worked over one year and 23 per cent have worked over two years.

7 Discussion

In conclusion the results signify the employees of the TUI Experience centre as all source markets were represented and over half of the employees responded to the survey. All age groups were also represented quite equally, majority being the youngest age group (18-30). It is also indicated that vast majority of the employees maintain that sustainability is important for them. This can give direction on motivating the employees as people are motivated by their values and what matters to them.

The employees were set to compare the sustainability of the TUI Group and sustainability of the TUI Experience centre. The answers had the same pattern, however, TUI Group's sustainability was rated higher than TUI Experience centre's and some of the employees rated sustainability in the TUI Experience centre quite poorly. The following discussion of the results will take up solutions and development ideas for the issues risen from the survey.

7.1 Environmental development ideas

Commuting was researched in detail with multiple questions regarding it. First to get a picture how employees are commuting to work. Most are using their own cars but only few are carpooling, indicating that there is a possibility to increase carpooling. Quite a few employees are using sustainable commuting options like public transport, biking or walking. It is important to acknowledge that all employees might not be living close to the public transport options or close enough to walk or bike. Secondly was established if the employees feel that they use the most practical and cleanest transportation when commuting. The answers were extremely divided all around the scale, however, the answers leaned more towards that they are able to use the most practical and cleanest transportation all the time. Lastly employees indicated if alternative transport options are provided to them like car sharing or biking. Majority have answered no, suggesting that the employees could use more commuting alternatives.

Commuting alternatives could be provided by TUI experience centre or TUI Experience centre could enable these options for example by providing platform for employees to organize carpooling. By providing the platform just to organize carpooling would not require expenses from TUI Experience centre as in the end employees would organize it themselves. Biking and public transportation could be more encouraged, for instance TUI Experience centre could provide bikes for those who could have the option to bike to

work. This could be a relatively cheap way for the TUI Experience centre to contribute for the employees as well as for sustainability. As per the Green Office, environmental management system, light and public transportation is preferred over private cars, which benefits the development of the local public transportation system and reduces emissions (WWF Suomi 2018b). The half which feels that they are not able to use most practical and cleanest transportation could be minimized by creating sustainable commuting alternatives for the employees.

Over half of TUI Experience centre's employees point out that TUI Experience centre takes part and engages on supporting local environment. Although 24 per cent answered not enough and there was also answers for "no" and "I don't know", this is a positive result. To reduce the "I don't know" and "No" answers, would be important to promote the actives of TUI Experience centre. As mentioned by Wagner, 03.10.2018, TUI Experience centre was included in the plastic free summer campaign 2018.



Image 5. Waste disposal in TUI Experience centre (Nieminen A. 18.11.2018)

Visibility of waste disposal, recycling, usage and regulation of water as well as energy were measured with a scale one to five. Results showed that waste disposal is visible in the office (image 5), but majority did not answer this to be very visible but the results had a clear pattern for waste disposal and recycling to be visible in the office. Regarding the visibility of usage and regulation of water the office employees' opinions were divided through the scale and made the result a bit inconclusive (image 6). Approximately third of the employees keep the water usage and regulation to be visible, one third not, and one

third doesn't keep the water usage and regulation to be visible nor very visible. This could reflect that the question should have been more specific. The visibility of energy usage and regulation in the office has a clearer result as most of the employees found it to be not visible.

To sum up waste disposal and recycling are visible in the office but could be slightly improved. Recycling correctly would develop the waste disposal and recycling systems locally (WWF Suomi 2018b). Visibility of water and energy usage and regulation should be improved. Saving energy is one of the minimum requirements for the Green Office and water risk could be measured, for instance by water availability, quality, demand, and climate change factors (WWF Suomi 2018b; Gassert, Reig, Shiao, Luck & Landis 2015). To improve the visibility of all, it is possible to add more posters reminding employees on waste disposal, recycling, usage and regulation of water and energy. Another concrete way would be to let the employees know how much water and energy is used, by monthly, quarterly or yearly reports. There could be goals to reduce waste as well by recycling as much as possible and keep track on this.

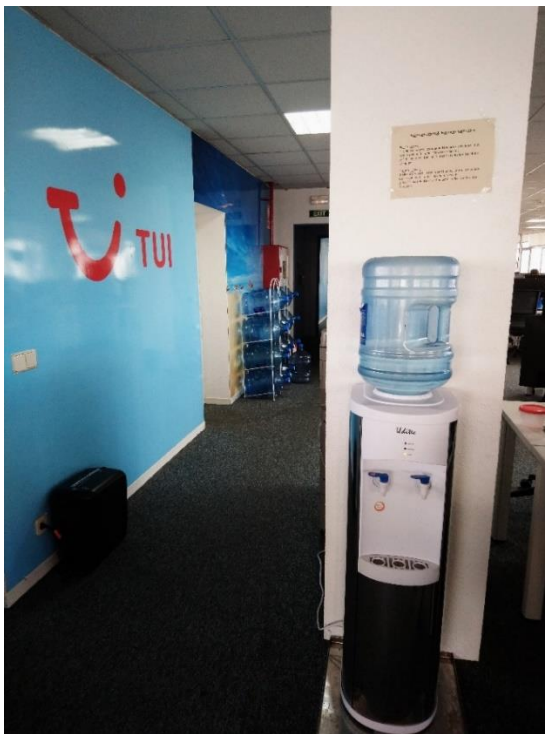


Image 6. Water distribution in TUI Experience centre (Nieminen A. 18.11.2018)

Results show that employees are not instructed on usage of water and energy by TUI. This correlates with the results that these are not visible in the office either and similar improvement ideas could apply for this. Again posters would be a cost effective way to

instruct employees on usage of water and energy, but to make it more practical and concrete this could be added on sustainability training. Regarding minimizing waste or recycling the results show that most of the employees are instructed by TUI, however, significant amount of the employees disagree with this indicating that this section would also need instructing. Over half of the employees have indicated that TUI Experience centre avoids unnecessary plastic. This points out that TUI Experience centre indeed avoids unnecessary plastic and makes the employees aware of this. In addition this has a link to the plastic free summer campaign mentioned earlier.

Employees were asked if they were aware that TUI Experience centre has plants in different areas of the office. The replies were divided completely in half, as the result did not indicate yes, presumably there is not enough plants in the TUI Experience centre. Because plants have notable effects to the work environment and employees, as mentioned in the Green office chapter, introducing more plants to the office would be improving the employees' well-being by decreasing fatigue, anxiety and tension as well as improving the quality of air and raising productivity, besides it would be beneficial to local environment to use local plants in the office (Chignell 2018; Nasline 2017).

Nine statements of the environmental section of the survey had direct link to the sustainability requirements of the TUI smiling offices. These were aligning with the environmental dimension of CSR by Harmaala & Jallinoja (2012). Corporations should take care of protecting water systems; air and soil, reducing greenhouse gas emissions, securing the biodiversity, efficiently and conservatively use natural resources, reducing waste as well as managing chemicals to avoid health and environmental risks (Harmaala & Jallinoja 2012). All the statements measured if the employees were aware that these were set in place in the TUI Experience centre.

Results show that employees are mostly not aware if the requirements are set in place. Most of the employees are not aware if the TUI Experience centre uses low consumption light bulbs or led lighting. Nor that TUI Experience centre has water meters, water saving toilets, energy meters or uses renewable energy and indoor paint, free of harmful compounds. Majority of the employees is not aware if TUI experience centre has water osmosis (water purification systems), however, regarding water osmosis there was more significant amount of employees also answering that they are aware of this. Only two statements acquired a clear majority of the respondents answering yes, employees are aware that TUI experience centre has separate switches for different areas and separate switches for air-condition per area, and temperature limits are available. These results

show that employees are not aware of most of the sustainable aspects possibly implemented to the office. Many of these aspects are not visible to the employees but these could be informed to the employees as well so that they can feel that they would be contributing to sustainability in their day to day operations.

7.2 Economic development ideas

The economic questions were mostly set as scales from disagree to agree, to get information on the employees' opinions and questions are strongly based on CSR because when implementing CSR the company creates economic prosperity in the areas it operates (Harmaala & Jallinoja 2012). Firstly employees measured if local services are used and preferred in the acquiring of office supplies as well as when using external companies. The answers to these were almost identical, employees were slightly more agreeing with these statements, but most answered the in the middle. This would indicate that TUI Experience centre could use more local services and companies in order to benefit the local economy. According to GSTC (2017c) local suppliers should be supported and used in case they provide satisfactory and sustainable services.

Results for statement; TUI Experience centre doesn't discriminate locals when hiring employees are very positive as most employees agreed completely. Locals should have equal chances on development and employment as anyone else (GSTC 2017c). There were answers as well indicating that all employees do not completely agree but all of these were leaning towards agreeing more than disagreeing. This is one of the indicators that TUI Experience centre is economically sustainable locally. Employees mostly think that TUI Experience centre is economically beneficial to the local community nevertheless the results show that this could be improved. In relation to GSTC (2017c) companies should support communities' efforts to support education, well-being and public health actions. This result furthermore correlates with the results regarding using local services and companies.

Results indicate that employees trust that all genders have equal pay in the TUI Experience centre. This is a sign of good corporate social responsibility as well as economic sustainability. Employees mostly disagree that TUI Experience centre offers a competitive salary. All employees are not completely disagreeing but over half are indicating disagreeing to this statement. In the long run this will not be sustainable economically as this can result to lack of employees. One could point out as well that many employees are not from Spain and employees could compare the salary to their

own county and there for not keep it competitive. TUI Experience centre offers different kinds of contracts, which might differ on salary and other benefits and there could be differences if it is kept competitive. Nonetheless this result is quite severe and would need inspecting if the salary is competitive enough. In accordance with GSTC (2017c) the rights of the employees should be valued, providing not less than minimum pay, work surroundings that apply health and safety regulations and offering consistent education and opportunities to progress.

Majority of the employees consider that everybody has equal opportunities to get vocational education and training, but the result show that this is not a completely supported answer. Employees were also asked if they were interested to have training on sustainability. The answers were leaning more towards employees wanting training on sustainability than towards that they would not be interested. Employees also indicated how they would prefer to be trained. Most answers were given to team training and on the job engagement, other popular ways were e-learning and workshops. Interestingly results additionally showed that many of the employees were not aware of the e-learning provided by TUI, however, almost a third did respond that they have used the e-learning on sustainability by TUI. To sum up equal vocational education and training opportunities could be enforced by making sure all employees are aware of all the training they are able to get and training on sustainability would be welcomed by the employees, especially if it is integrated on their work. As per Wagner 03.10.2018 there is already mandatory e-learning for employees regarding human rights, child labour and modern slavery. This range could be strengthened by adding more optional sustainability training.

Lastly employees rated if new technologies are used in the office to make it more sustainable as companies should inspire the diffusion and improvement of ecological technologies (OECD 2001). Result showed that employees disagree faintly that new technologies are used in the office to make it more sustainable. This indicates that new technologies could be used more in the office to make it more sustainable. As mentioned earlier TUI is a pioneer on new technologies on the industry and perhaps this could be more visible in the TUI offices operations. TUI Experience centre is neither taking advantage of telecommuting yet as this could have a decreasing impact on emissions caused by commuting by cars.

7.3 Social development ideas

Results show that majority of the employees believe that everybody has equal opportunities to progress at work and there is no discrimination of minorities and that they are able to express themselves and give feedback freely in the office. These are important indicators that the TUI Experience centre is socially sustainable.

Employees were also asked if they have opportunities to take action in the office. Employees indicated mostly that they have these opportunities but results reveal that this could be improved as well. As mentioned before by Day, Kelloway & Hurrell (2014) in order to engage employees, employees should be empowered and one of the ways to empower employees is that they can take action and have an impact on the work environment, this will get the employees motivated, responsible and more committed. This aspect can be combined with sustainability to get the employees to take action on sustainability issues within the TUI Experience centre.

Employees in the TUI Experience centre identify with the TUI values. It is very important that the values of the employees align with the company values, this indicates that employees are productive and their decisions are not only based on personal bias (Polman & Bhattacharya 2016). Engagement of the employees with sustainability in the office showed that employees are not typically engaged with sustainability every day nevertheless employees indicate that most are engaged somehow as, least of the answers were to not being engaged at all. Improving engagement with sustainability TUI Experience centre can decrease cost, encourage productivity and therefore add value to the company (Stevens 2013). The employees were able to freely describe what they do for sustainability in practice at the office. Most employees are recycling and reducing plastic by not using plastic bottles and using the Cleanwave metallic bottles provided by TUI. Second most mentioned action was saving energy by switching off lights, air conditioning or computers. Actions which were mentioned significantly less were regarding saving water, reducing printing, organizing summer campaign, environmentally friendly ways of commuting and social sustainability. These actions especially saving water should be encouraged by putting up reminders for instance. Engaging employees with sustainability can be done with small gestures every day for example these mentioned.

Employees were estimating if TUI experience centre is aware of international labour regulations and standards. Quite interestingly all employees did not completely agree with

this statement and this is was not an expected answer from a worldwide company. However, most employees' answers leaned more towards agreeing than disagreeing and this could be elevated by raising awareness of the employees. One of the questions was directly linked to TUI's health and safety regulations which can be found in appendix 1. Employees were asked if the health and safety regulations are set in place properly, when answering they were able to view the list of requirements. The result indicated that the health and safety regulations are generally set in place but the answers were not unanimous. This would indicate that the health and safety requirements need to be investigated whether they are set in place as much as possible in the office of TUI Experience centre.

Last question was measuring how long employees have been working in the TUI Experience centre. The result showed that employees were evenly distributed; approximately one quarter had been working in the TUI Experience centre less than six months, one quarter over six, one quarter over one year and one quarter over two years. This indicates that the employee turnover is good and employees tend to stay longer working at the TUI Experience centre.

7.4 Conclusion and future research

General conclusions on development is to make sustainable actions transparent throughout all the areas of sustainability, so that employees can be aware of all the actions and be part of something greater. The results pointed out weaknesses on the TUI Experience centre's sustainability which can be addressed in the future. To tackle these issues it is important to remember employees' engagement as it can have more than one benefit to the company. In the future it would be meaningful to train employees on sustainability more to raise awareness on all the aspects and areas they can impact in regards to sustainability.

Conclusions	Improvement suggestions
<ul style="list-style-type: none"> • Most employees use private cars • TUI Experience centre supports local environment • Waste disposal is visible but usage of water and energy are not visible in TUI Experience centre • Employees are not instructed on usage of water and energy but are instructed on minimizing waste or recycling • TUI Experience centre avoids unnecessary plastic • Employees are not aware of the sustainable aspects possibly implemented to the office 	<ul style="list-style-type: none"> • Increase carpooling opportunities • Promote biking and public transportation • Provide bikes • Introduce reporting of water, energy and waste • Set goals on reducing waste, usage of water and energy • Raise awareness of employees regarding sustainability • More training and instructions from TUI regarding environmental sustainability (usage of water and energy) • Introduce more plants to the office • Inform employees about the actions already taken towards sustainability

Table 2. Environmental conclusions and suggestions

Through the results, TUI Experience centre is found sustainable but with areas which need improving. Table 2, indicates conclusions and improvement suggestions for the environmental aspects and table 3 indicates conclusions and improvement suggestions for the economic and social aspects of TUI Experience centre. These all together create a widespread understanding of the TUI Experience centre's sustainability and summarises the results of the survey.

Conclusions	Improvement suggestions
<ul style="list-style-type: none"> • TUI Experience centre doesn't discriminate locals when hiring employees • Employees trust that all genders have equal pay and that everybody has equal opportunities to get vocational education and training • Employees want training on sustainability • Employees prefer training by job engagement, e-learning or workshops • New technologies could be used more in TUI Experience centre • Employees identify with the TUI values • Employees take action on reducing plastic and saving energy • Employee turnover is good in TUI Experience centre 	<ul style="list-style-type: none"> • Use and support local services • Promote ways to beneficial to local communities economically • Investigate the competitiveness of the salaries • Promote vocational education and training • Promote sustainability e-learning of TUI • Give additional sustainability training • Promote ways to take action in the office • Education and training using engaging methods • Engage employees every day with sustainability • Promote the awareness of international laws and regulations • Investigate that Health & Safety regulations is set place as much as possible

Table 3. Economic and social conclusions and suggestions

This research could be continued by using different methods perhaps more qualitative approaches for example interviews and perceptions to look more closely on each specific area of sustainability to get more specific results on environmental, economic and social sustainability. The results of this survey could be as well cross referenced by age groups and source markets to get information in detail the differences. Future research could take up more of the local infrastructure and sustainability for example regarding waste disposal and recycling in Spain and as well as regarding the public transport system.

7.5 My learning

The topic of the thesis is very vast and firstly I needed to decide which method would be the best to be used for this topic. I chose to make quantitative research as it would give a big picture of the sustainability and I was able to get the employees to answer the survey. I felt that it was important to take up the sustainability measures by TUI Group as well as the industry criteria, as TUI Experience centre is a part of this vast and developed industry. The research does not take up the customer's side of sustainability as it is more focused on the corporate social responsibility from the employees' point of view.

The greatest challenge on the process was making the survey. It was essential to ask questions which would indicate TUI Experience centre's sustainability in all fronts. Before the survey I had gathered the base for the theory to make the survey's creation easier. Once the survey was ready it was also accepted by the commissioning party before sending. The survey got good amount of answers and was successful so that I was able to analyse the results. However, some of the questions could have improved and specified to get more precise results. For future research it will be also easier to focus on one aspect of sustainability per research.

The thesis process started in the beginning of June 2018. The objective at first was to finalise the thesis by October 2018, however, due to high season in the summer and writing while working the process was more time consuming than anticipated. The thesis was complete later than expected in November 2018. Especially challenging for me were time management and being as critical as possible towards my own writing. Making the thesis alone was demanding but I consider it as a personal achievement.

As an employee of the TUI Experience centre and sustainability enthusiast the topic was extremely interesting. I have learned vast complexity of sustainability and got a deeper understanding on specifics what contributes to all areas of sustainability. I have developed myself during the process and internalized how to make a research, how difficult it is to measure sustainability due to its variables and how to write scientific text. I have learned much about quantitative research as well as qualitative. I found myself very interested on corporate social responsibility and combining this with sustainability as well as new technologies which are going to drive sustainability even further in the future.

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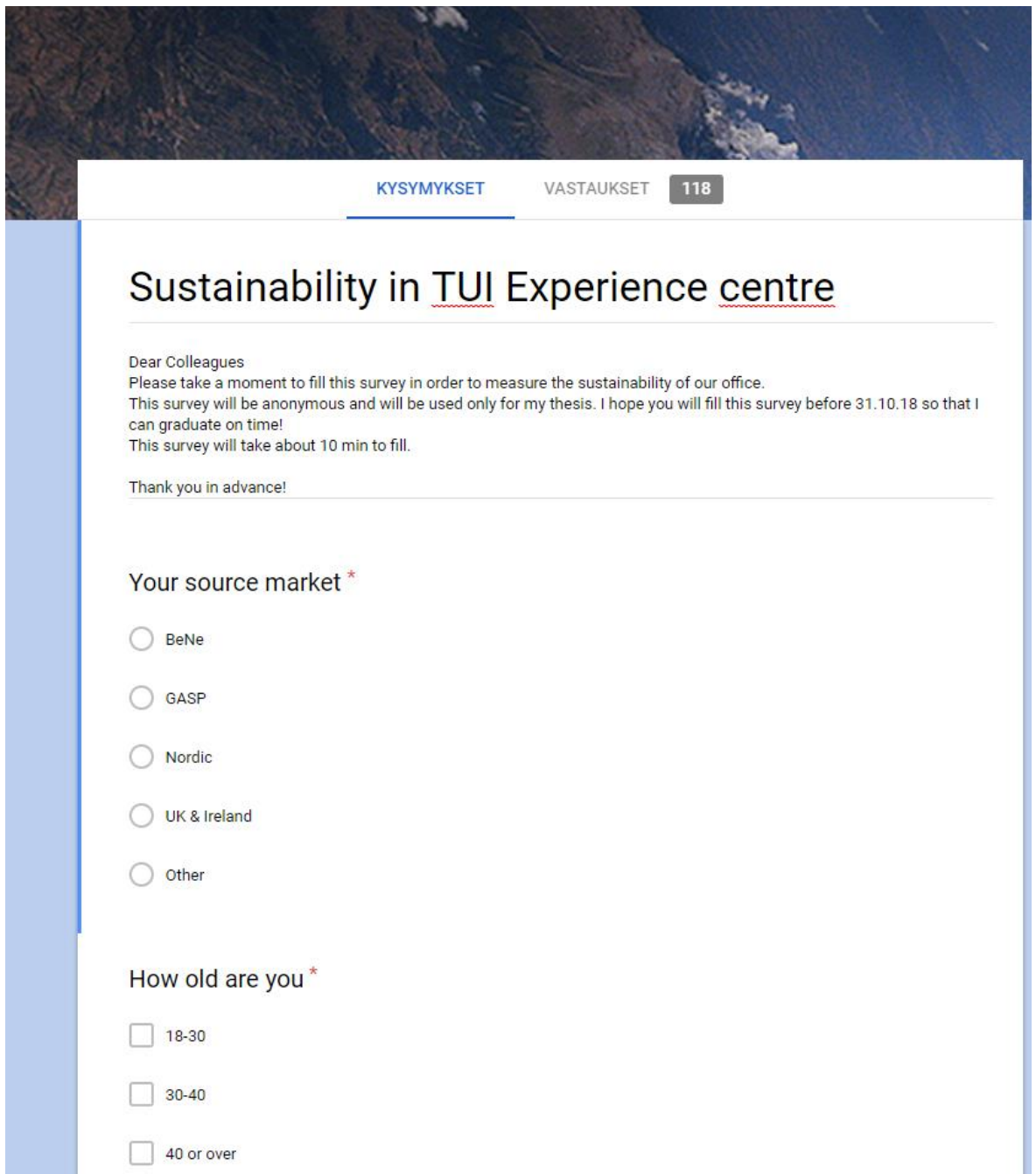
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Appendices

Appendix 1. Questionnaire



The image shows a screenshot of a survey questionnaire. At the top, there is a navigation bar with 'KYSYMYKSET' (Questions) and 'VASTAUKSET' (Answers) with a count of '118'. The main title is 'Sustainability in TUI Experience centre'. Below the title, there is a message from the researcher asking colleagues to complete the survey by 31.10.18. The survey consists of two questions: 'Your source market' and 'How old are you', both marked as required with an asterisk. The first question has five radio button options: BeNe, GASP, Nordic, UK & Ireland, and Other. The second question has three checkbox options: 18-30, 30-40, and 40 or over.

KYSYMYKSET VASTAUKSET 118

Sustainability in TUI Experience centre

Dear Colleagues
Please take a moment to fill this survey in order to measure the sustainability of our office.
This survey will be anonymous and will be used only for my thesis. I hope you will fill this survey before 31.10.18 so that I can graduate on time!
This survey will take about 10 min to fill.

Thank you in advance!

Your source market *

BeNe

GASP

Nordic

UK & Ireland

Other

How old are you *

18-30

30-40

40 or over

⋮
How important sustainability is for you? *

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	I find it very important

How sustainable you find the TUI Group? *

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very sustainable in all aspects

How sustainable you find the TUI Experience centre? *

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very sustainable in all aspects



Environmental impacts

Kuvaus (valinnainen)

How are you commuting to work? *

- Public transport
- Own car or motorbike
- Carpooling
- Biking or walking

Are you able to use most practical and cleanest transportation options on your way to work *

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Yes all the time

Alternative transport options are provided to you. For example car sharing or biking *

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Yes all the time

Does TUI experience centre engage and take part in initiatives to support local environment? *

- Yes, very much
- Yes
- No
- Not enough
- I don't know

How visible is the waste disposal or recycling in the office? *

	1	2	3	4	5	
Not visible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very visible

How visible is the water usage/regulation in the office? *

	1	2	3	4	5	
Not visible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very visible

How visible is the energy usage/regulation in the office? *

	1	2	3	4	5	
Not visible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very visible

Have you been instructed on the usage and consumption of the following by TUI? *

	No	Yes
usage of energy	<input type="radio"/>	<input type="radio"/>
usage of water	<input type="radio"/>	<input type="radio"/>
minimizing waste or recycling	<input type="radio"/>	<input type="radio"/>

TUI experience centre avoids unnecessary plastic *

Yes

No

Are you aware that TUI experience centre uses low consumption light bulbs or LED lights *

Yes

No

Are you aware that TUI experience centre has separate switches for different areas *

Yes

No

Are you aware that TUI experience centre has water meters *

Yes

No

Are you aware that TUI experience centre has water osmosis (water purification systems) *

Yes

No



Are you aware that TUI experience centre has water saving toilets *

Yes

No

Are you aware that TUI experience centre has energy meters *

Yes

No

Are you aware that TUI experience centre uses renewable energy *

Yes

No

Are you aware that TUI experience centre has plants in different areas of the office *

Yes

No

Are you aware that TUI experience centre has separate switches for air-condition per area, and temperature limits are available *

Yes

No

Are you aware that TUI experience centre uses indoor paint free of volatile organic compounds *

Yes

No

TUI Experience centre is economically beneficial to the local community *

	1	2	3	4	5	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

All genders have equal pay in TUI Experience centre *

	1	2	3	4	5	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

TUI Experience centre offers a competitive salary *

	1	2	3	4	5	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

Everybody have equal opportunities to get vocational education and training *

	1	2	3	4	5	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree



Economic impacts

Kuvaus (valinnainen)

Local services are used and preferred in the acquiring of office supplies *

	1	2	3	4	5	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

Local services are used and preferred when using external companies *

	1	2	3	4	5	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

TUI Experience centre doesn't discriminate locals when hiring employees *

	1	2	3	4	5	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

Would you like to have training on sustainability? *

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Yes, very much

How would you like to be trained on sustainability?

- Team training
- Lecture / Presentation
- Workshop
- E-learning
- On the job by engaging

Have you used the e-training of sustainability provided by TUI? *

- Yes
- No
- I didn't know there was training available
- I am not interested

New technologies are used in the office to make it more sustainable? *

	1	2	3	4	5	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

Social impacts

Kuvaus (valinnainen)

⋮

Everybody have equal opportunities to progress at work and there is no discrimination of minorities *

	1	2	3	4	5	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

You are able to express yourself and give feedback freely in the office *

	1	2	3	4	5	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

You have opportunities to take action in the office *

	1	2	3	4	5	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

You identify with TUI values *

	1	2	3	4	5	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

How engaged are you with sustainability in the office *

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Engaged everyday

If so, how? Please explain what do you do for sustainability in practice at the office?

Lyhyt vastausteksti

TUI experience centre is aware of international labour regulations and standards *

	1	2	3	4	5	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

Health and safety guidelines for all TUI offices, please read these through in order to answer the following question.



Health & Safety

- ✓ Fire extinguishers & hoses available and properly managed
- ✓ Emergency exit in case of fire
- ✓ Signs indicating: emergency exits, electricity distribution panels, fire hoses, extinguishers, alarms and defibrillators
- ✓ Fire-resistant doors (min. 60 minutes)
- ✓ Fire sensors and alarms & emergency exit lights (indicating the nearest exit)
- ✓ Follow Health & Safety regulations according to country legislation
- ✓ Avoid carpet (due to allergies) whereas possible
- ✓ Ergonomic chairs and adaptable height of desks
- ✓ Soundproof roof
- ✓ Emergency kits in every floor signposted
- ✓ In case of installing a closed-circuit television systems in the office employees should be informed with a visible informative sign that they are being filmed.

Health and safety regulations are set in place properly *

	1	2	3	4	5	
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agree

How long have you worked in the TUI Experience centre? *

- less than 6 months
- over 6 months
- over 1 year
- over 2 years

Appendix 2. Table 1.

If so, how? Please explain what do you do for sustainability in practice at the office?

I don't use plastic cups

recycle, using water bottle

use my own reusable cup for coffee and water, using the bins to recycle waste opening doors instead of using air con, using the small or the big button on the toilet for flushing

I use my own coffee cup, bring packed lunch in lunch box

Separate plastic, paper etc. turn off lights when I see a room is not used etc.

Helping my colleagues if any issues, problems... Trying to motivate them a bit with good mood everyday :)

Use correct bins in kitchen / avoid using disposable plastic where possible

Use the recycling bins.

no plastic bottles / reusable cup for coffee / tea

bring my own tupperware, don't use plastic, recycling books, bring plants to office, engage colleagues bringing local food

recycle

Organizing events like clean beach

Have the same cup, throw in the correct bag in the kitchen for recycling

I do not use plastics to throw away and bring my food from home in Tupperware

No comment

recycle, speaking to colleagues about paper use, avoiding plastic, avoiding single use plastics,

rubbish in correct bin, turn off lights and A/C when not needed, don't over use water

Recycle

To be confident and to react quick and correct

I use the re-cycle bin correctly, I do not use the fridge or the coffee machines, I bring in my own coffee and just use hot water and a cup, no paper or plastic involved.. I bring own lunch so saving on more plastic wrapping. When in the downstairs toilet I try to use the left hand side toilet as the right hand side toilet wastes too much water as it takes several flushes to work, I use the computer word pad mostly instead of paper to take notes. I use the steel water can instead of plastic water bottles or tin cans of pop.

turn off the light switches if possible

Separate trash

Recycle, switch off unnecessary light and computers, AACC at 24 in Summer and 22 in Winter

Using what is provided in the office and available

I stopped using plastic bottles

I recycle, I stopped using plastic bottles, I tried to use the less paper I can.

turn off the light when no one is in the room (kitchen/toilet)

To avoid plastic, recycling

Use what is provided

not printing documents

- Turning off lights when no one is in the area - Opening the windows to take profit of the day light - I've stopped using plastic cups for coffee - Airconditioning off when doors open.

I DO NOT USE SINGLE-USE CUTLERY; I SWITCH OFF LIGHT WHERE IT'S POSSIBLE; I DO NOT WASTE WATER

Food and Drinks in reusable plastic boxes / cups; jotting paper for notes using the bike/ walking for come to work, charge my phone with Powerbank switch off the kitchen light all the time when none is inside ;)

I put carriages to correct carriage pin, I use water glass and not plastic bottles.

I try to keep the lights and AC switched off in the areas that are not used.

I could write a book but it's not only in the office it's common sense. Nothing more nothing less.

Turn of the lights, air condition, prefer open window if fresh air needed and do not spend water.

carriage right place, using filtered water, using same waterbottle, using carriable lunchbox,

I'm not using single use plastic

segregate the garbage and switch off the light during the day time, as it is permanently on in the toilets and the kitchen

Recycle where possible.

I do not use plastic materials and watch the air conditioning and lighting

We organized team to help with the "plastic free" campaign

saving water, keeping windows closed when AC is on

print less, using refillable bottles, using printed paper as notepads

Drinking out of my metal TUI bottle

Separate waste, do not use vending machine if possible, not use plastic, switch lights off in kitchen or toilet when no one in there, keep heating/air con to a minimum

Recycle and ensure I use materials that can be recycled.

Recycling my stuff

Do not print out paper

recycle

no printing

-

no plastic

For example by this survey