



Sustainability Plan for Adventure Partners

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This thesis is commissioned by Adventure Partners which offers outdoor courses and activities. The aim of this commission is to create a viable sustainability plan for the company which they can take into use. The company's need for the sustainability plan is to use it as a part of the Sustainable Travel Finland program and to obtain the certificate from the program. The success criteria for this project are to create a usable sustainability plan, to stay on schedule, and to reach the satisfaction of the commissioner.

This is a product-based thesis, and the outcome of the thesis is a sustainability plan for the commissioner. The sustainability plan introduces the commitment of the commissioner to sustainable development, it discusses the commissioner's current sustainable development state and includes the sustainability objectives for the company's sustainable development. It also discusses responsible management and responsible communication. The sustainability plan is based on the theoretical framework of this thesis and the Sustainable Travel Finland guidelines.

The theoretical framework of this thesis discusses both Corporate Social Responsibility as a whole entity and responsible management. The Corporate Social Responsibility part consists of all the three areas of sustainability and introduces responsible communication and motivations for responsible business as well. The responsible management part discusses the tools for responsible business and the standards and benefits of the Sustainable Travel Finland program launched by Business Finland. The theoretical framework of this thesis also introduces the commissioner, its current state of sustainable development, and its future prospects.

The actual sustainability plan consists of several different parts. The commitment part explains what is the commissioner's sustainable development commitment and how the employees are trained towards sustainability. The code of conduct part is a set of guidelines that indicates what is expected from the employees. The sustainability objectives are divided into the three sustainability areas, which all introduce the objectives for sustainable development and the actions for reaching the objectives. The responsible communication part explains how the commissioning company will communicate its sustainable development to different stakeholders. The responsible management part introduces how constant sustainable development is monitored. The sustainability plan is used in the commissioning company to reach out to the Sustainable Travel Finland certificate and to increase transparency for the stakeholders both internally and externally.

Ultimately, the success of this project is assessed by using the process success criteria introduced in the introduction part. The project stayed on the new schedule made when the actual project was started, the project aim and sub-goals were reached, the commissioner was satisfied with the final outcome, and the viable sustainability plan was created, thus, the project criteria were succeeded.

Keywords

Sustainability plan, Sustainable Travel Finland program, Corporate Social Responsibility, Responsible management

Table of contents

1	Introduction	1
1.1	Aim and objectives	1
1.2	Project success criteria	3
2	Corporate Social Responsibility	5
2.1	Social responsibility	6
2.2	Environmental responsibility	8
2.3	Economic responsibility	9
2.4	Responsible communication	10
2.5	Motivation for responsible business	11
3	Responsible management	14
3.1	Tools for responsible business	15
3.2	Sustainable Travel Finland	16
3.2.1	Standards	16
3.2.2	Benefits	18
4	Adventure Partners	20
4.1	Services	20
4.2	The current state of sustainable development	21
4.3	Sustainable development prospects	23
5	Process Description	24
5.1	Kick-off	24
5.1.1	Receiving commission	25
5.1.2	Schedule	25
5.1.3	Mapping of the current sustainability situation	26
5.1.4	Assessing results	27
5.2	Sustainability Plan	27
5.2.1	Social responsibility	28
5.2.2	Environmental responsibility	28
5.2.3	Economic responsibility	29
5.2.4	Responsible communication	29
5.3	Feedback	30
5.3.1	Test group's feedback	30
5.3.2	Commissioner's feedback	31
5.3.3	Final edits	32
6	Discussion	33
6.1	Key findings	33
6.2	Process success	34
6.3	Learning outcomes	36
	References	38

Appendices43
Appendix 1. Adventure Partners' self-assessment results43
Appendix 2. Adventure Partners' sustainability plan44

1 Introduction

As climate change is one of the biggest issues globally, it creates the need for sustainable development in every business. Responsibility and sustainability are here to stay as the demand for sustainable services and goods are set by the customers. To meet the needs and demands of the customers, sustainability is needed in every industry. (United Nations s.a.; Visit Finland s.a.a.)

Sustainable development is not only taking actions to stop climate change, but it is also making the planet better in all aspects to all the people and for the future. United Nations is an organization that aims to have a better future for all and where all the nations can think through the common problems. Nowadays United Nations consists of 193 Member States. Finland is also part of the United Nations. (Ministry for Foreign Affairs s.a.; United Nations s.a.)

Finland is committed to follow the common Sustainable Development Goals set by United Nations. There is a total of 17 goals and the main aim is to develop sustainability by the year 2030 so that extreme poverty is disposed of all around the world and the wellbeing is secured by also taking environmental matters into account. (Ministry for Foreign Affairs s.a.; United Nations s.a.)

Business Finland and Visit Finland together have created the Sustainable Travel Finland program which aims to educate the companies and destinations in the travel industry to develop their business towards sustainability and corporate social responsibility. The program consists of a total of seven steps, which guide the participants to get a Sustainable Travel Finland certificate. Companies and destinations having the certificate benefit from it by having more visibility in Visit Finland's website and creating better transparency towards customers. The certificate can be used as a selling point in the destinations or the company's own communication and marketing. The Sustainable Travel Finland program is introduced in more detail in chapter 4.2. (Business Finland s.a.b.; Business Finland s.a.c.)

1.1 Aim and objectives

This thesis is product-based, and the emphasis of this project will be on researching the current situation of the commissioner as well as in the product. The final product of the project will be a written sustainability plan for the commissioning company. The sustainability plan will be written in English at the request of the commissioner and there is no need for Finnish translation. The commissioner of this project is Adventure Partners, and the project is supported by the commissioner. Adventure Partners do not yet have a sus-

tainability plan so this project will benefit them as they can implement the written sustainability plan in their business.

As can be seen in figure 1, this project aims to create a sustainability plan for Adventure Partners which they can implement into their business and take into use. This will also help them to get a Sustainable Travel Finland certificate from Business Finland. Certain sub-goals must be reached to make the final sustainability plan for Adventure Partners. These sub-goals are also used as a project guideline which helps to keep the project on time, go forward step by step, and meet the project expectations. As presented also in figure 1, the sub-goals of this thesis are:

- Analyse the current state of commissioner's sustainable development
- Identify key areas for development
- Create the final plan for the commissioner
- Getting feedback and making final edits



Figure 1. The project aim, three sections, and sub-goals

As visualized in figure 1, the process of the project can be divided into three sections: Project plan, Sustainability plan, and Feedback. The first part of the project is making the project plan. This part includes defining the schedule, what corporate social responsibility means, what is the purpose of the Sustainable Travel Finland program and certificate, and what is the current state of the commissioner's corporate social responsibility. Based on the knowledge in the first part of the project, the second part of the project is to create the actual sustainability plan which is the final product of this project. The sustainability plan covers all three parts of Corporate Social Responsibility – social responsibility, environmental responsibility, and economic responsibility. The last part is to analyse the final product with the commissioner and the test group, and the product is modified based on

the given feedback. The project process, with the aim, three sections of the project, and sub-goals, is visualized in figure 1.

1.2 Project success criteria

To succeed in this project, there are certain criteria that must be reached. All the criteria are as important and must be reached for the project to be fully successful. Criteria of success for this project can be seen in figure 2.



Figure 2. Project Success Criteria

As introduced in figure 2, the commissioner's satisfaction as well as creating a viable sustainability plan are crucial for the project to be successful. As the project outcome is done straight to the commissioner's needs, it is important to get feedback from the product before publishing it. Having the feedback session with the commissioner is necessary to be sure that the product is viable for the commissioner and to ensure their satisfaction.

As the project is large, staying on schedule is critical as missing the planned schedule could cause delays for the project to be finished and the sustainability plan to be taken into use on time. The schedule for observing the commissioner's current corporate social responsible situation and defining the key concepts is at the end of September. Creating the viable written sustainability plan for the commissioner the schedule is at the end of October. Introducing the process description and getting feedback from the commissioner the schedule is set to be in the middle of November. The overall schedule for finishing the project is at the end of November to give time for making the final edits based on the feedback received from the commissioner and the test group.

To have a successful project and to be able to finish the project, the aim, and the sub-goals, defined in figure 1, must be reached. By following the schedule and having the feedback session with the commissioner and the test group, the aim and sub-goals can be reached, and the project can be finished as planned.

2 Corporate Social Responsibility

Corporate Social Responsibility also called CSR, is a strategy for the company on how they can benefit society the most by practicing responsible business in a sustainable way (Federal Ministry of Labour and Social Affairs s.a.).

CSR is not focusing on how the company can benefit society by using the money they have earned, but more on how they can benefit society by earning their income. It is about how the company respects nature and natural resources in their business or supply chains, how the local culture and local society are noticed in their business and how the investments affect both local society and the company's finances. CSR is a corporate strategy for the company on how these matters are considered in their business, how the company is practicing their business responsibly towards society and how sustainability is noticed. (Beschoner 2012.)

Sustainability can be divided into three primary areas – Social, Environmental and Economical responsibilities. These three areas are also called profits, planet, and people in Triple Bottom Line theory (TBL) which can be used as a reporting model to support the sustainable development plan. As the sustainability and the CSR strategy goes hand in hand, the CSR covers all the areas of sustainability including the current situation of sustainability, the tools on how to measure the success in these areas, and the plans on how to improve the impact of the business for the society in the future. As presented in figure 3 all the sustainability areas are affecting each other and are crucial parts of having a whole and valuable CSR strategy. The link between sustainable areas and CSR is visualized in figure 3. (Federal Ministry of Labour and Social Affairs s.a.; Kenton 2021; Slaper & Hall s.a.)

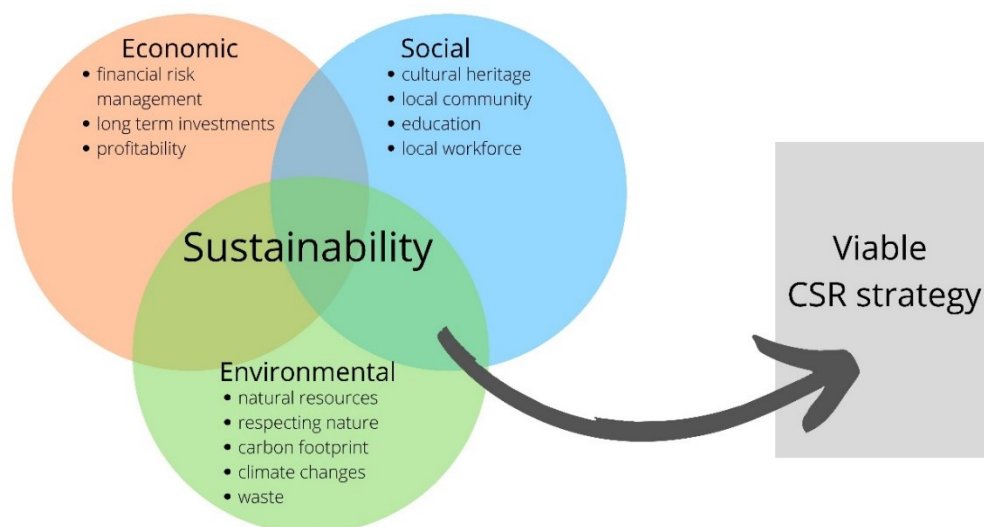


Figure 3. The link between sustainable areas and CSR

The code of conduct, or as some call it code of ethics, is also a significant part of CSR. Indeed Editorial Team (2021) points out that a code of conduct should be crafted for every company as it gives the guidelines for the employees and managers to follow on how to act in the workplace and how to interact with each other. Also, Hayes (2021) introduces the code of ethics as a guideline of how one should behave and solve the possible problems in their work. According to Hayes (2021), the code of ethics is based on the core values of the company and brings out the standards of the business. As can be seen, the code of conduct is enormously important to have in the company's CSR as it helps the employees to understand how they should interact and what is expected from them.

In this chapter, I will also introduce all the three areas of sustainability – Social, Environmental and Economic responsibilities in more detail. Also, responsible communication and motivations for practicing Corporate Social Responsibility are introduced.

2.1 Social responsibility

Social responsibility is one of the areas of sustainability and it affects a lot of environmental and economic responsibilities as well. Social responsibility in business is about creating value and supporting all the stakeholders. Stakeholders can be employees, customers, the local community, and all parts of the supply chains. It is about benefiting society in many ways. (Beattie 2021; Ministry of the Environment s.a.; University of Wisconsin System 2021.)

Cultural responsibility is also part of social responsibility. According to Business Finland (s.a.a.), cultural responsibility is about how well the local culture is cherished, and how well the cultural heritage is supported and considered in the business. Duran, Gogan, Arlene and Duran (2015, 3.3) states the same in their article as they explain that preserving the diversity of cultures is part of the socio-cultural responsibility. Business Finland (s.a.a.) also introduces that local culture can be used in the business and marketing to create value to the customers and local community as long as it is done authentically.

Social responsibility consists of many matters, and it can be utilized in the business in many ways. Beattie (2021) introduces that a socially responsible company must be equal and fair for both employees and the local community. The company can create value and support the employees for example by paying fair salaries, educating them, and making sure that safety matters are considered in the working environment. Duran & al. (2015, 3.3) also mention that social responsibility is about preventing solitude and paying attention to job satisfaction. They also mention that social development is needed for maintain-

ing the welfare of the society for the present and the future and that protecting the environment plays an important role in this.

Engagement management is a significant part of social responsibility. To make sure that the employees are satisfied makes a significant impact on economic responsibility as well. Local community engagement is also important for the business to be beneficial to society and to be able to practice responsible business. Local community engagement can be reached for example with scholarships, education, and investments that are beneficial for the local society. (Beattie 2021.)

Social responsibility is also about human rights and local activities. Using local workforce, locally produced food and local services is a way to support the local community and be socially responsible. Having gender equity, supporting diversity, supporting human rights, and helping to eradicate poverty are also ways to support the employees and local community both inside a company and outside. These actions also support the whole society. (Business Finland s.a.a; University of Wisconsin System 2021.)

In Finland, social responsibility in businesses can be practiced in many ways, but the most common matters which both Nylund (s.a.) and Business Finland (s.a.a.) bring out are equality and valuing the local culture and community. These matters can be shown in the business by supporting gender equality, having zero tolerance of discrimination towards both employees and customers, and supporting local culture and services. Business Finland (s.a.a.) also brings out that using local culture, locality and Finnish lifestyle in marketing is also a part of social responsibility as long as it is authentic and truthful.

AT Nature (2019-2021) considers social responsibility in their business for example by having zero tolerance for any kind of discrimination, offering some unobstructed services for disabled people, and being a partner company for the We Speak Gay -community.

Whereas Discover Muonio has launched Visit Muonio 2025 project which aims to develop year-round tourism in the Muonio area in a way that benefits both locals and travelers (Discover Muonio s.a.a.). Discover Muonio cooperates closely with the locals and local companies (Discover Muonio s.a.b.). In their marketing also the locality, Finnishness, and local culture are very visible as they utilize local photographers and local companies' materials (Discover Muonio s.a.c.).

2.2 Environmental responsibility

Environmental responsibility, according to Business Finland (s.a.a.), is about how to use natural resources in a way that affects the least to the local nature and the whole globe. Duran & al. (2015, 3.2) also defines the environmental responsibility to be a development that enables the growth and use of the environment in a way that natural resources and environmental heritage are protected and regenerated. Beattie (2021) instead brings out the point that this area of sustainability is often getting the most attention on business as it gets the most attention also worldwide due to climate change. Beattie (2021) also mentions that environmental responsibility has a massive impact on economic responsibility in a long run as well.

There are many ways on how to practice environmentally responsible business. Climate change is the biggest factor that makes companies act environmentally responsible. Having a carbon footprint calculator in use is an effective way to see how big the company's impact on nature is. The ways to minimize the carbon footprint and slow down climate change are reducing waste and having less wastage, reducing water usage, reducing energy consumption, and using fewer fossil fuels. (Beattie 2021; Business Finland s.a.a.)

According to Business Finland (s.a.a), one way to practice the business in an environmentally friendly way and to reduce the impact on natural resources is to use a circular economy. Sitra (s.a.) defines that the circular economy is about using services instead of owning everything. It is about recycling, sharing and renting goods, and using local services. Business Finland (s.a.a.) also brings out that recycling and using local services are the ways to practice environmentally sustainable business. Sitra (s.a.) also mentions that with a circular economy, the company can support the local society, reduce the impact on the environment, and have more sustainable economics.

Environmental responsibility is also about education and communication. The company must educate its employees to work more environmentally friendly way and to pay attention to the company's environmental policies. Also, communication plays a significant role in environmental responsibility as the company must communicate with their customers in a way that educates the customers to choose more environmentally friendly options. The company can educate its customers by communicating what the customers can do to be more environmentally friendly in their everyday lives. (Business Finland s.a.a.)

Overall, in the tourism business, the companies can practice environmentally responsible business in many ways. Anu Nylund (s.a.), commissioned by Visit Finland and Business Finland, has created a handbook for companies in the tourism business which helps the

companies to understand what action they can take to have a more sustainable and responsible business. Also, Business Finland (s.a.a.) has listed actions on what the companies can do to have more sustainable business in the tourism industry. The key elements that emerged in both sources of how companies can practice sustainable business are favoring the circular economy, reducing water and energy usage, reducing waste consumption, paying attention to their waste sorting, and practicing their business in a way that the ecosystem and natural resources are not disturbed.

Companies can make many different actions towards more environmentally sustainable business. For example, Levi Ski resort uses only renewable green energy, and they use surplus heat from snowmaking to heat their facilities. They have also developed automated snowmaking and they save snow every year to use it again in the next winter to save up in snowmaking. Using the snow from last winter and using automated snowmaking reduces both water and energy consumptions. They are also the first ski area in the Nordic countries that have achieved the international ISO 14001 certificate. This certificate is introduced in more detail in chapter 3.1. (Oy Levi Ski Resort Ltd s.a.; Oy Levi Ski Resort Ltd 2020 a; Oy Levi Ski Resort Ltd 2020 b; Oy Levi Ski Resort Ltd 2020 c.)

2.3 Economic responsibility

Beattie (2021) introduces that economic responsibility is about how the company earns its income in a way that also benefits the whole community it operates and how the capital is used so that it does not shake the company's economics. It is about how the business can be profitable in a responsible way. Whereas Duran & al. (2015, 3.1) defines that economic responsibility is about earning the maximum income with the least impact on natural resources and having economic growth by limiting the negative impact on the environment. As can be seen, economic responsibility is highly related to environmental responsibility.

The ways for the company to achieve sustainable economics are several. The company must use the local workforce and practice their business so that the income stays in the area they operate in for benefiting the local society. The business must be transparent, and the investments should be done sustainably for benefiting both the company and the local society in a long run. (Business Finland s.a.a.)

The way to assure that the business has sustainable economics is to use risk management in the company. Risk management helps to recognize and analyse the possible risks that the business may have. It helps to understand what investments or actions are needed or can be done for the business to be profitable. With risk management, the business

can follow and understand their economic situation better and more closely. (Kenton 2021.)

In the handbook of sustainability, commissioned by Visit Finland and Business Finland, Anu Nylund (s.a.) states that economic responsibility in tourism business means developing tourism in a way that also the economics in local community increases. There are many actions that companies can do for practicing economically responsible business. Both Nylund (s.a.) and the Finnish Hospitality Association MaRa (s.a.a.) bring out the point that paying the taxes into the country the companies operate in is a crucial part of having an economically responsible business. Other actions on how the companies can practice economically responsible business that both Visit Finland (s.a.a.) and Nylund (s.a.) emerge are to use local workforce and make reasonable and long-term investments. Nylund (s.a.) also brings out the importance of education in economic responsibility.

For example, Wild About Lapland company takes economic responsibility into account by using local employees, cooperating with the local service providers, and educating their employees on how to act responsibly. They also pay attention that the working environment is fair and safe for all. Bearhill Husky again considers economic responsibility in their business by using local service providers and developing year-round activities to offer full-time employment to its employees. (Bearhill Husky 2021; Wild About Lapland 2020)

2.4 Responsible communication

Responsible communication is an enormous part of CSR. According to Lerbringer (2018, 1-12), the meaning of corporate communication overall is to create a better image to the company, enhance the relationship with the stakeholders and be one with society. Luoma-aho (2015, 12-19) instead points out that transparency in overall communication is becoming a norm in society and therefore transparency in responsible communication is especially important. Luoma-aho (2015, 12-19) also brings out that transparency in communication improves the trust of the stakeholders towards the company.

Lindgreen, Maon, Vanhamme and Watkins (2018, 3-46) introduce in their book that using social media and the company's website as tools for CSR communication is an effective way to communicate the company's sustainable practices to the stakeholders. They bring out that using social media and the company's own website for communicating about sustainable practices creates transparency and value to the stakeholders. Social media is also an efficient way to reach out to the wanted stakeholder group, such as customers. These findings also support Luoma-aho's (2015, 12-19) definition that transparency is a rising norm and Lerbringer's (2018, 1-12) definition that corporate communication's deep-

est meaning is to have a better relationship with the stakeholders and to have a better company image.

Visit Finland (s.a.b.) has created a manual that guides the companies on how to create responsible communication and what tools are good to use. It also mentions that for communication about sustainable practices is good to use both company's website and social media channels as they bring more visibility. Visit Finland also points out in the manual that it is good to think in advance about how sustainable matters are communicated. One tool for this is to create a responsible communication plan which indicates the responsible areas, what channels are used, when the content is published, and what the content is about. Luoma-aho's (2015, 12-19), Lerbinger's (2018, 1-12), and Lindgreen & al. (2018, 3-46) findings of responsible communication also support the tools and guidance which Visit Finland gives in the manual.

Responsible communication is not only how the company is communicating externally to the customers, but it is also how the company is communicating internally inside the company. Both Surbhi (2017) and Quirke (2008) define internal communication to be sharing information from the management level to the employee level and vice versa. It is also sharing information on a horizontal level inside the company. Quirke (2008, 3-29) also points out that with internal communication the company can create value for the employees, and it can also motivate the employees to perform better in their work. Therefore, it is important for the company to also pay attention to both external and internal communication.

Typically, companies use responsible communication to introduce their sustainability actions and what they have committed to in order to be more sustainable and responsible. For example, Discover Muonio (s.a.c.) has a manual on their website which introduces their Visit Muonio 2025 program as a whole and how they will use marketing as a tool to raise awareness about Muonio as a destination. In the same manual Discover Muonio (s.a.c.) also introduce how they will implement sustainability and responsibility in practice. Whereas Go Arctic (s.a.) has a sustainability page on their website which introduces what are their sustainability actions and what sustainability certificates they already have. As can be seen, responsible communication varies depending on the company.

2.5 Motivation for responsible business

There are several motivators for practicing and committing to responsible business. Sustainability is a rising trend in all industries, and it will play a significant role in the future. People are expecting sustainability from the companies they buy services and goods, so it

is vital for the companies to pay attention to sustainability in all the parts of the supply chains to meet the needs of the customers. (Visit Finland s.a.a.)

Practicing sustainable and responsible business also increases the transparency, the value of the company in the market and supports positive customer experiences. With these, also the selling point increases, the customer engagement strengthens, and the company may utilize these points in their marketing. Sustainability and transparency of responsible business also motivate the employees and engage them to follow sustainable development in the company. (Murphy 2021; Visit Finland s.a.a.)

Sustainability and responsible business are the norms of the future. These can be utilized in the future to stand out in the industry, increase the number of customers, and to use as a selling point in future recruitments. Practicing sustainability and responsible business help the company to be a pioneer in its industry and to attract both customers and employees. The benefits of sustainability and responsible business are to be more efficient, increase value for all the stakeholders and grow the business in a sustainable direction. Sustainability and responsible business practices also increase profitability and affect positively the economics of the company. (Beattie 2021; Murphy 2021; Visit Finland s.a.a.)

In addition to these motivators, Font, Garay and Jones (2014, 21-23) have found out in their research that the motivators for acting sustainable and responsible way for small and medium-sized companies in the tourism industry are especially related to the owner's own values and lifestyle. They also have found out that some motivators for sustainability in business are also economic and financial reasons. In fact, they found out that by acting sustainable and responsible in the business, the satisfaction towards the financial situation was higher. In the same research Font & al. (2014, 21-23) also noticed that one of the motivators for sustainable business can be regularizing the sustainability among the society. This motivator is highly related to the interest of the companies to have a responsible image and meet society's needs.

Flø Grimstad, Glavee-Geo and Fjørtoft (2019, 1, 11) found out in their research that internal motivators motivate small and medium-size companies more for CSR than the external motivators. This finding highly supports the findings of Font & al. (2014, 21-23) about the owner's own lifestyle being a significant motivator to a sustainable and responsible business. Flø Grimstad & al. (2019, 1, 11) also found out that the more international the company is, the more it motivates the company for CSR.

As can be seen, there are many motivators to practice sustainable and responsible business. The key motivators which both Murphy as well as Font & al. pointed out were having

a more responsible image, meeting the customers' or society's needs, and to have financial satisfaction. Also, Visit Finland brought out the point that sustainability is expected from the customers and other companies, and it can strengthen the customer experience. However, the motivators which drive the companies to act more sustainable way and to have a CSR strategy in the business are more internal matters, such as the owner's lifestyle and values. (Flø Grimstad & al. 2019, 1, 11; Font & al. 2014, 21-23; Murphy 2021; Visit Finland s.a.a.)

3 Responsible management

In a sustainable and responsible business, the Corporate Social Responsibility strategy also needs to have responsible management to support the strategy. As introduced in figure 4, responsible management means leading the business and the employees in a way that sustainability, responsibility, and ethics are covered. Responsible management is not only leading the business responsibly and sustainably but also it is about ethics, and what is morally right and what is wrong. (Laasch, O. & Conaway, R. 2015, 25-41.)

In responsible management, the manager must make responsible decisions, support sustainability, and behave morally right to all the company's stakeholders. All of these must be covered for the company to have responsible management in their business. (Laasch, O. & Conaway, R. 2015, 25-41.)

Management itself can be divided into three elements – Input, Process, and Output. Input is about the goals and resources. Goals mean the objectives and aim that the company has set. Resources mean the existing inputs as well as the new inputs that are needed in the business. The process is about efficiency and effectiveness. Efficiency stands for the used resources for achieving the Output: the fewer resources used the more efficient the process has been. Effectiveness instead stands for how well the goals are achieved. Output is about the performance. Performance stands for how well the whole management process is performed, and how well the efficiency and effectiveness are reached. In responsible business all the elements must be carried out so that all the sustainable areas are covered, moral excellence is reached, and responsibility has been taken into account. (Laasch, O. & Conaway, R. 2015, 25-41.)

As introduced in figure 4, the responsible management process consists of planning, organizing, leading, and controlling. Planning is about deciding the goals and activities in which direction the business will be led. Organizing means building up an organization with the needed system and structure that helps to reach the company goals. Leading instead is more about guiding the employees and other leaders towards the way where they can achieve the company goals. Controlling means assessing the process of achieving the goals and activities that are set. To lead the company and its employees responsibly, all these states must be performed so that responsibility, sustainability, and ethics are covered as introduced in figure 4. The overall responsible management process is visualized in figure 4 as a whole. (Laasch, O. & Conaway, R. 2015, 25-41.)

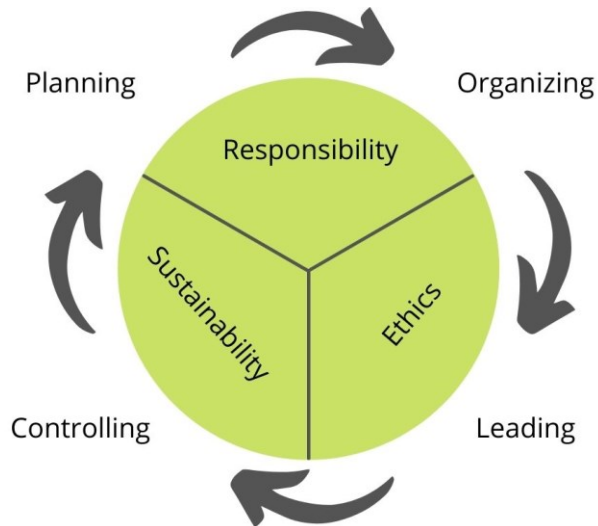


Figure 4. Responsible management process (Laasch, O. & Conaway, R. 2015, 25-41)

3.1 Tools for responsible business

There are many tools on how to manage the responsible business. The most common tools are different standards, programs, and certificates that can be used in Finland (Business Finland s.a.e.). SFS (s.a.a.) is the central organization in Finland, and it manages the standards used in Finland. Many of the standards used in Finland are also used internationally. Business Finland has also launched its own Sustainable Travel Finland - program and -certificate which is widely used nowadays in Finland in the tourism industry as well. Sustainable Travel Finland program and certificate are introduced in chapter 4.2.

The most common standard series used in Finland in the tourism industry is ISO 14000 and from there the standard ISO 14001 is the most common. This standard is an environmental system model which helps organizations to manage their business responsibly and supports the company's sustainable development. It is a management system that uses PDCA -model. This model stands for plan, do, check, and act. Using ISO 14001 puts the companies to observe whether all their products and services are practiced sustainably. It also helps the companies to improve their responsible communication, company image and to commit the employees and managers to act sustainably and responsibly in their work. (Business Finland s.a.e.; SFS s.a.b.)

Another way to manage the responsible business is to use certificates. There are many different sustainable certificates that can be used in the tourism industry. For example, Travelife, Ekokompassi, TourCert, and WWF Green Office are commonly used in the tourism industry in Finland. All these certificates can be used as part of the Sustainable Travel Finland -program and -certificate as well. (Business Finland s.a.e.)

Travelife is a program that offers training, planning, and tools for tour operators and accommodation companies. With this program, the company can reach to have Travelife Partner or Travelife Certified status. Ekokompassi helps the companies to reduce their environmental impact, and the companies are also committed to follow the ten criteria of Ekokompassi. TourCert offers different tools and criteria for the companies which help the company to measure their social responsibility. WWF Green Office helps the companies to act more sustainable and responsible way. It helps the companies to reduce their carbon footprint and to protect natural resources and natural diversity. (Business Finland s.a.e.)

3.2 Sustainable Travel Finland

Sustainable Travel Finland program and certificate is launched by Business Finland to help companies and destinations in the travel industry to understand the importance of sustainable development in their business and to have the Sustainable Travel Finland certificate. Business Finland works together with Visit Finland, and some of the training sessions in this program are arranged by Visit Finland Academy. (Business Finland s.a.b.)

The purpose of the Sustainable Travel Finland program is to educate companies and destinations in the travel industry to implement sustainable development into their day-to-day business and to be able to reach the Sustainable Travel Finland certificate. The program offers tools for companies and destinations to develop and manage their sustainability in the business. (Business Finland s.a.b.; Visit Finland s.a.a.)

The companies and destinations, who have the Sustainable Travel Finland certificate, must reach certain standards before they get the certificate. The program and the certificate also benefit the companies and destinations in many ways. The standards and benefits will be introduced in more detail in this chapter.

3.2.1 Standards

There are certain standards to be able to get the Sustainable Travel Finland certificate. To reach the standards the companies or destinations must go through the Sustainable Travel Finland program, which consists of a total of seven steps along the way before reaching out to the certificate. As introduced in figure 5, the seven steps are Commitment, Increasing competence, Sustainable development plan, Responsible communication, Certification and auditing, Verification and measurability, and Agreement and continuous development of sustainability. The process of the Sustainable Travel Finland certificate is shown in figure 5 as a whole. (Business Finland s.a.b.)

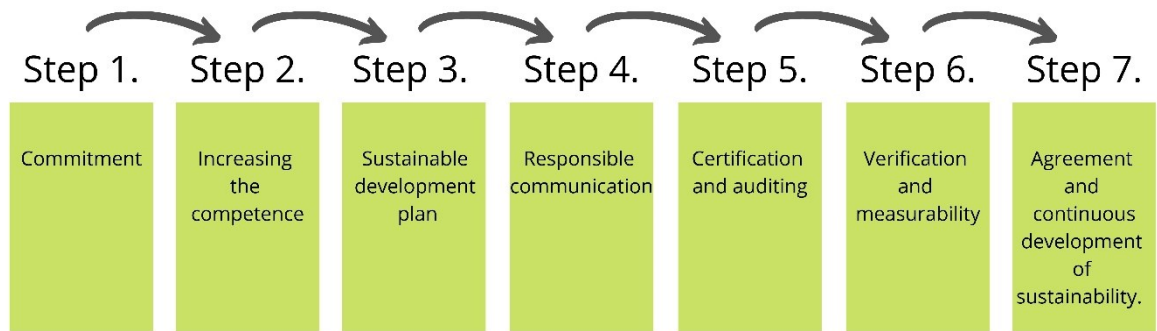


Figure 5. The Process of the Sustainable Travel Finland certificate

As visible in figure 5, the first step is the Commitment, which means that the company or destination is committed to follow the national sustainable travel principles and the person responsible for sustainable development in the company or destination is named (Business Finland s.a.b.). The national sustainable travel principles are:

1. Cooperating fairly
2. Taking care of nature
3. Respecting the cultural heritage
4. Promoting well-being, human rights, and equality
5. Favouring the local companies, services, and food
6. Investing the safety and quality
7. Notice the climate impacts
8. Open communication
9. Continuous development of the business
10. Commit to the principles of sustainable tourism

(Business Finland s.a.a.)

The second step is Increasing competence as defined in figure 5. In this stage, the company or destination goes through the e-manual of Sustainable Tourism and participates in the Sustainable Travel Finland training arranged by Visit Finland Academy. (Business Finland s.a.b.)

The third step, as introduced in figure 5, is the Sustainable development plan. In this stage, the actual plan for the sustainability of the company is created if it does not exist yet. The sustainable development plan must cover all three areas of Corporate Social responsibility, which means Social, Environmental, and Economical responsibilities.

(Business Finland s.a.b.)

After this, as stated in figure 5, comes the fourth step, which is Responsible communication. In this stage, the company or destination must focus on communicating about sustainability openly and make the communication transparent for the audience. (Business Finland s.a.b.)

As defined in figure 5, the fifth step is Certification and auditing. In this stage, the company must have another sustainability certificate or a program that matches some sustainability certificate. The destinations reach this stage when over 51% of the companies in the area have a Sustainable Travel Finland certificate. (Business Finland s.a.b.)

As introduced in figure 5, the sixth step is the Verification and measurability, where the company's or destination's fulfilment of the program's criteria is verified with the online platform and where the company or destination commits to the national sustainable travel indicators. These indicators will be taken into use in 2021. (Business Finland s.a.b.)

The final seventh step is the Agreement and continuous development of sustainability as defined in figure 5. In this stage, the agreement of usage and validity of the Sustainable Travel Finland certificate is agreed upon. In this stage, the company or destination also engages in the continuous development of sustainability, indicators, training, and self-assessment in the future. (Business Finland s.a.b.)

All these steps must be finalized for the company or destination to get the Sustainable Travel Finland certificate and to be part of the program. The certificate must be renewed at a certain period of time (Business Finland s.a.b.). To be able to get the certificate, the company or destination must cover all the sustainability areas – Social, Environmental, and Economical – in their business. These areas are introduced more in chapter 2.

3.2.2 Benefits

There are several benefits of what the company or destination obtains when participating in the Sustainable Travel Finland program and getting the certificate. Business Finland together with Visit Finland educates participants to understand the whole meaning of Sustainability and its all areas (Business Finland s.a.c.).

The company or destination participating in the program and having the certificate always have the newest information about sustainability available. Visit Finland offers more visibility for the companies or destinations on Visit Finland's website. Companies or destinations participating in this program also have the access to a model of continuous development of sustainability in the future. (Business Finland s.a.b.)

The certificate also gives transparency about sustainability to the audience and indicates that sustainable development is considered inside the company. The certificate is a safe way for the customers to know which companies or destinations are practicing the business in a sustainable way. The company or destination can also use the Sustainable

Travel Finland certificate as an advantage in their own responsible communication to attract the customers and communicate how sustainability is considered in their business.
(Business Finland s.a.d.)

4 Adventure Partners

Adventure Partners is a small company that provides different adventure activities and trips to its' customers. There are two main seasons, summer and winter, in the Adventure Partners business. The activities are also divided into winter activities and summer activities. The different services that Adventure Partners offer are introduced in this chapter. However, in this thesis, all the activities are handled as one and not separately.

Adventure Partners have always created the activities in a sustainable way and sustainability overall is a thriving force that drives the business. Most of the sustainability areas are already well covered as can be seen in the self-assessment form in appendix 1, but there are some matters which can be improved. Written sustainability plan, which will be the outcome of this project, will give Adventure Partners good guidelines to follow and view the future prospects.

4.1 Services

The main activities in the summer season are rock-climbing courses and guided rock-climbing sessions in Finland and glacier courses in Norway. These courses will give the basic knowledge on how to do rock-climbing and move on the glaciers safely and independently. There are also rock-climbing courses for more advanced climbers in Finland. The meaning of these advanced rock-climbing courses is to give more knowledge on how to lead climb outdoors for example. The guided rock-climbing session gives a pleasant view of the sport and a unique experience for the participants. The newest activities are the fat bike tour and road cycling tour in Lapland. These tours take the customers to see the beautiful nature of Lapland safely with the guide. (Oy Adventure Partners Ltd s.a.)

Other activities in the summer and autumn are the Trans- Alp Mountain biking trip and trips to Mont Blanc, Monte Rosa and Aconcagua. Trips to Monte Rosa and Aconcagua are arranged only on request, but the trip to Mont Blanc is arranged yearly. (Oy Adventure Partners Ltd s.a.)

The main activities in the winter season are snow safety courses, backcountry skiing courses, mountaineering courses, ice-climbing courses, and guided ice-climbing sessions. Ice-climbing courses, mountaineering courses, and guided ice-climbing sessions take place in Nuuksio Ice Park. The meaning of these courses is to give the basic knowledge on how to do ice-climbing and act on a mountain surface safely and independently. The guided ice-climbing session gives a quick view of the sport and gives a unique experience for the participants. Snow safety courses take place both in Helsinki and in Lapland, and

backcountry skiing courses take place in Lapland. These courses give the basic knowledge on how to move in the backcountry safely and independently, and the technique on how to ski in the backcountry slopes. (Oy Adventure Partners Ltd s.a.)

During the spring there are also a few skiing trips to both Lapland and Norway. These trips take customers to enjoy the backcountry skiing and to see the beautiful nature in Lapland and Norway safely with a guide. (Oy Adventure Partners Ltd s.a.)

4.2 The current state of sustainable development

Adventure Partners' current state in sustainable development is at a good level. The company has developed the activities so that nature is respected, natural resources are not overused, the business is profitable, the diversity of employees is supported, and the local community is supported as well (Laukka 5.8.2021). Overall, the three areas of sustainability are considered when creating the activities. The overview of the current state of the commissioner's sustainable development is introduced in figure 6.



Figure 6. Commissioner's current state of the sustainable development

Social responsibility is shown in Adventure Partners activities in many ways as can be seen in figure 6. They use always local guides in all their activities. They also have diversity among their employees, which helps to divide the activities towards the employees depending on their personal skills and interests. When local guides are used, the customer experience is more authentic, and the local culture and community are supported. Adventure Partners also supports and uses the local services in their activities whenever it is possible. Using the local guides is also a safety matter as the knowledge of the area and

culture is better, which helps to respect the cultural heritage and to perform the activities safely. (Laukka 5.8.2021.)

As figure 6 introduces, environmental responsibility is considered in Adventure Partners by respecting nature, favoring sustainable and quality gears, and using the natural resources in a way that they are not overused. Adventure Partners is arranging the activities, for example in Norway and Lapland, so that they avoid unnecessary traveling between places. The courses and tours are arranged in the same place in a row to be more environmentally friendly when transporting the gears and customers. Adventure Partners always favors the most eco-friendly travel option and encourages the customers to do the same or use for example carpools. (Laukka 5.8.2021.)

The circular economy is shown in Adventure Partners' business mainly by recycling. All the activities of Adventure Partners are always garbage-free, and the customers are also educated to not leave anything behind. Recycling is also part of Adventure Partners' everyday habits. Borrowing for example gears is not used due to safety reasons. The gear used in the Adventure Partners activities must be made for climbing and cannot be over a certain age, therefore, it is safer to own the gears as the quality and safety can be guaranteed. (Laukka 5.8.2021.)

All the gears are always high-quality products as they last long and can be used for many years. The gears are maintained regularly for both safety reasons and for them to last longer. Buying quality gears and maintaining them is beneficial for both environment and economics. (Laukka 5.8.2021)

Economic responsibility is considered in Adventure Partners by reducing travel costs and using quality gear as introduced in figure 6. The travel costs are the biggest expenses as Adventure Partners offers services and therefore big investments are not needed. Using local guides is not only socially responsible but is also more sensible from an economic perspective as the employees are already near to the places where the activities are organized. (Laukka 5.8.2021.)

Adventure Partners has already participated in the Sustainable Travel Finland program and the aim for them is to get the Sustainable Travel Finland certificate. Part of the program is to make a self-assessment, which shows in what state the sustainability in the company is and what could be improved to be even more sustainable. The matters for Adventure Partners that could be improved in the future to practice even more sustainable and responsible business are responsible communication, engagement, climate change, and resource wisdom. These results are based on the Sustainable Travel Finland pro-

gram's self-assessment, which can be seen in more detail in appendix 1. (Mellanen 10.03.2021.)

A sustainability plan is one element Adventure Partners will need to get the Sustainable Travel Finland certificate. The sustainability plan for them will be created based on their current state of sustainable development and the self-assessment results will be used as a basis for the plan. The self-assessment results can be found in appendix 1.

4.3 Sustainable development prospects

Laukka (2021) brings out that there are many opportunities on how Adventure Partners can act even more sustainably in the future. As can be seen in the self-assessment form in appendix 1, the most crucial points are to focus on responsible climate change and resource wisdom, communication, and engagement. Especially responsible communication is one aspect of where Adventure Partners will focus on in the future.

Laukka (2021) also mentioned that in the future Adventure Partners would like to participate in arranging different events for example in Lapland. The events would be sport-related, such as trail run or cross-country skiing, and sustainability would be playing a significant role in the events. The events could bring tourism to the area and therefore it would support the local community and local service providers as the attendees would need accommodation and food services while attending the event.

Adventure Partners is committed to also constantly develop its services to be as sustainable and responsible as possible by using the most sustainable accommodation option for their tours and by creating a sustainability plan which the employees can easily follow and implement. (Laukka 2021.)

Adventure Partners works closely with Metsähallitus as a partner and follow the newest regulations of national parks of Finland. They also participate in the sustainable development programs organized by Metsähallitus from time to time. For example, during Autumn 2021 Adventure Partners is part of the sustainable developer community program managed by Metsähallitus. (Laukka 2021.)

5 Process Description

This chapter introduces the entire process of this project from the very start to having a publishable sustainability plan for Adventure Partners. The flow of the overall project plan can be seen in figure 7.



Figure 7. The flow of the project

As introduced in figure 7, the process of the project is divided into three sections which each handles a certain part of this project. Firstly, I introduce the kick-off for this project from receiving the commission to assessing the results. Secondly, I move on in the project to create the actual sustainability plan for the commissioning company. All three sustainability areas are handled separately in this part of the process and in the sustainability plan. Lastly, I gathered feedback about the sustainability plan from the commissioning company and the test group. The plan was then modified based on the feedback to get the final product. All these parts are explained in more detail in this chapter.

5.1 Kick-off

As introduced in figure 7, this part of the process is about receiving the commission, scheduling the project, gathering information, and assessing the results found. I introduce all of these topics separately in chapters 5.1.1-5.1.4.

In chapter 5.1.1 I explain how the commission was received and what interest I had in this topic. In chapter 5.1.2 I introduce what the estimated schedule for this project was, what was changed, and how well the schedule was implemented into reality. In chapter 5.1.3 I explain how the current sustainability situation was explored. Lastly, in chapter 5.1.4 I in-

roduce how the current sustainability situation and knowledge were used when the sustainability plan was created.

5.1.1 Receiving commission

I did my first internship in Adventure Partners and during the internship period, we discussed with the owner of Adventure Partners that it would be great to continue our cooperation somehow. We tentatively spoke about doing my thesis for Adventure Partners when it is time.

I have been interested in sustainability throughout my whole studying time as it will be in a significant role in every industry in the extremely near future. From the very start, I knew that I would like my thesis to be sustainable-related as well. When it was time to choose the actual topic for my thesis, I brought out the sustainability topic with Adventure Partners. It turned out that they were lacking a sustainability plan which was needed for them to be able to get the Sustainable Travel Finland certificate. Therefore, we agreed with the owner that I will do my thesis for them, and the topic will be the sustainability plan for Adventure Partners.

5.1.2 Schedule

The estimated schedule for this project was to start gathering the information already in spring and continuing to gather knowledge, resources, and information about the topics during summer. The actual sustainability plan was estimated to create during the summer and autumn. Putting together all the information, the sustainability plan, process description, and overall feedback was planned to happen in autumn. The thesis was estimated to be ready by the middle of November allowing time to still make minor changes if needed. The final return was then estimated to be made at the end of November at the latest. The schedule was made so that in case of difficulties there are some extra times included to have a flexible and sensible time for this project.

As life never goes as planned, I faced some time-related difficulties at the very beginning of the project. Due to work-related matters, I did not have enough spare time to start gathering the information in the spring and summer. Because of this, it was good that the original deadline for this project was set to the middle of November and that the timetable had some extra time included as well.

As mentioned in chapter 1.2, the actual kick-off for this project was at the beginning of August in 2021 when I started searching for the information, resources and gathering a deeper knowledge about the topics. I also set up a new more reasonable timetable which

helped me to follow the steps and be on time for the deadline. The new timetable is introduced in figure 8.

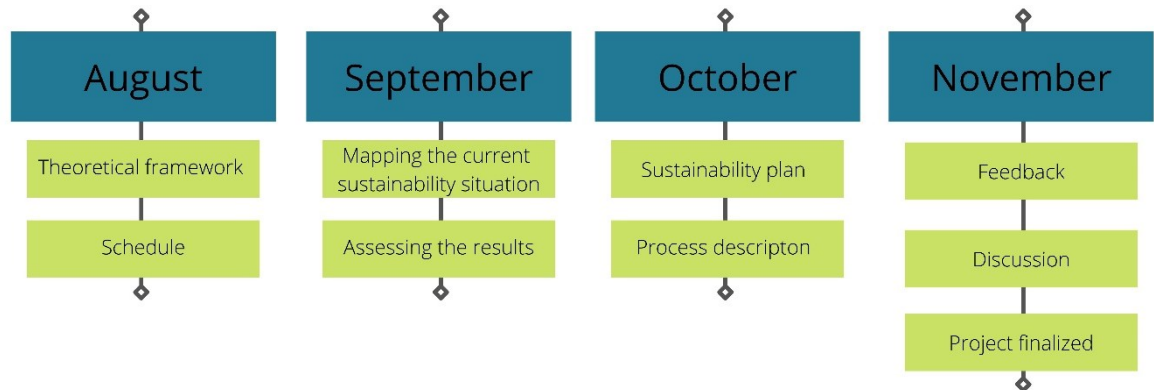


Figure 8. Project schedule: Autumn 2021

As can be seen in figure 8, the part of mapping the current sustainability situation was now planned to be finished at the end of September in 2021. After the theoretical framework was ready, the next part was to start creating the actual sustainability plan. The plan was estimated to be ready at the end of October in 2021 as introduced in figure 8. While creating the sustainability plan, in the schedule I planned to start writing the process description as well. The process description and the discussion parts were estimated to be ready in the middle of November in 2021 as defined in figure 8. Also, I estimated to gather feedback from the sustainability plan in November 2021 as introduced in figure 8. For this new schedule, I managed to stick to it during the project as it was more accurate and easier to implement besides my work. Also, not having that much extra time in the new schedule as there was less time planned for each part, helped me to keep working with the project.

5.1.3 Mapping of the current sustainability situation

The very first thing I had to know, before starting the sustainability plan, was to understand what the current sustainability situation of Adventure Partners is. I was already familiar with some of the services that Adventure Partners offer and how the sustainability in those activities was considered as I did my first internship with them. For this project, I had to understand the overall sustainability of the whole company and in all services. The current state of Adventure Partners' sustainable development is introduced in chapter 4.2.

I scheduled a meeting with the owner of Adventure partners to discuss sustainability, how is it now, and what it would be in the future. As mentioned in chapter 4.2 I quickly learned in the meeting that the current sustainability situation for this company was already in exceptionally good shape as all the services were designed and implemented sustainably

and responsibly from the beginning. Adventure Partners already used a lot of local guides and services in their activities and tours, they used quality gear and recycled them after they get old, and they arranged the activities in the same place in a row to avoid unnecessary traveling and relocating the equipment. The overall success in the different areas of sustainability matters and the current sustainability situation can be seen in the self-assessment form in appendix 1 which is part of the Sustainable Travel Finland program.

5.1.4 Assessing results

Even though the current sustainability situation of Adventure Partners was already in a good shape, of course, there is always something that could be improved. In the self-assessment form in appendix 1 of the Sustainable Travel Finland program, the lowest points Adventure Partners get were responsible communication, locality, and climate change.

Adventure Partners started to focus on responsible communication more during this project and the sustainability plan will also help them to create an introduction about the company's sustainability into their website. Adventure Partners was also already using local guides and services, but as mentioned in chapter 4.3 they will pay more attention to the locality in the future and their plan is to participate in organizing different sports events in the future as well to support the local communities. Into the climate change, Adventure Partners will take action by avoiding unnecessary traveling and using more carbon-neutral travel options. Also, as mentioned in chapter 4.3, the main focus in the Adventure Partners' sustainable development and the sustainability plan is on these matters.

5.2 Sustainability Plan

As introduced in figure 7, this part of the process is about crafting the sustainability plan for Adventure Partners. In this part I introduce the sustainability plan shortly and what are the sustainability objectives in each area of sustainability. The areas of sustainability are the same as introduced in chapter 2, more closely the chapters from 2.1 to 2.4. These findings are used as a base for the sustainability plan as well and the plan is crafted to meet Adventure Partners' needs. In addition to the sustainability areas, which are covered in the sustainability plan, it also includes the code of conduct for Adventure Partners and their CSR commitment. At the end of the plan, employee training is also introduced.

As introduced in the sustainability plan in appendix 2, Adventure Partners' code of conduct brings out the basic guidelines that the employees can follow on how to behave and act in the work. The sustainability plan in appendix 2 also introduces that the CSR commitment for Adventure Partners is to continue working closely with Metsähallitus, partici-

pate in the sustainable development programs organized by Metsähallitus, follow the sustainability objectives introduced in the plan, and follow all the regulations of the National Parks in Finland as well as following the laws of Finland. The employees of Adventure partners are trained towards sustainability by utilizing the sustainability plan to help them to understand how sustainability is considered in Adventure Partners and to bring out great sustainability-related webinars where the employees can attend during their own free time as defined in the sustainability plan in appendix 2.

As introduced in chapter 1.1. as well, the sustainability plan is written in English at the request of the commissioner. The sustainability plan and its content can be seen in appendix 2.

5.2.1 Social responsibility

As mentioned in chapter 4.2 the social responsibility in Adventure Partners' business was already in fairly good shape. In the sustainability plan in appendix 2, the current sustainability situation is introduced under each sustainability area in the same way as they are introduced in chapter 4.2.

The main focus of the sustainability plan was to support the local community more. In Adventure Partners' sustainability plan the sustainability objectives in social responsibility are to increase the use of local services and to support local schools' students more as defined in appendix 2. The actions for reaching these goals are to use for example local accommodation providers, shops, and services instead of bigger international companies, and to create two more trainee positions for the local schools' students. The comparison year is 2019 and the objectives are planned to be reached out in the time period of two years as explained in the sustainability plan in appendix 2.

5.2.2 Environmental responsibility

The current situation of environmental responsibility was in a good shape as well as the social responsibility as mentioned in chapter 4.2. The current environmental responsible situation was also introduced in the sustainability plan in appendix 2.

In the sustainability plan as defined in appendix 2 and as mentioned in chapter 4.3, the focus for environmental responsibility was on nature and climate change of course. In the sustainability plan, there is a small section for climate change as well which introduces the actions that Adventure Partners is already doing for climate change. The sustainability objectives for the development of the sustainability in the company were to decrease the environmental impacts caused by business traveling, to have zero waste services by the

year 2030, and to increase the use of circular economy. The comparison year is 2019 and the objectives are planned to be reached out in the time period of two years, except the objective of having zero waste services is planned to be reached out by the year 2030 as explained in the sustainability plan in appendix 2.

The actions for reaching out these objectives are to use more environmentally friendly travel options and to combine the business travels by arranging the tours and activities at the same place in a row. Adventure Partners will use reusable tableware instead of disposable tableware in the activities that these are needed, and they will pay more attention to educating their employees to also use reusable tableware. Other actions are to recycle the gears and reuse the gears whenever it is possible, and to favour the used gears whenever it is possible without risking the safety and quality matters as introduced in the sustainability plan in appendix 2.

5.2.3 Economic responsibility

Also, the economic responsibility's current situation was already in a good shape as mentioned in chapter 4.2 and it is also introduced in the sustainability plan in appendix 2. The main objective in the sustainability plan for the development of economic responsibility is to decrease the costs caused by business travel. As mentioned in the sustainability plan in appendix 2, the actions for reaching out this objective are quite the same as in the environmental responsibility regarding this traveling matter. Adventure Partners will reduce the costs of traveling by combining the arranged tours and activities in the same place so that in case business traveling is needed, the employees will spend a longer period of time at the same place to avoid unnecessary traveling and moving gears. The comparison year is 2019 and the objective is planned to be reached out in the time period of two years as explained in the sustainability plan in appendix 2.

5.2.4 Responsible communication

In the future, Adventure Partners will focus more on responsible communication. The sustainability plan helps them to update the sustainability objectives into their own website to create more transparency to the communication with both employees and with customers as introduced in the sustainability plan in appendix 2. Also, as mentioned in chapter 2.4 the transparency is very important in responsible communication, and using both social media and the company's own website for responsible communication is a good way to reach out to more stakeholders and to bring value to the customers.

In the sustainability plan in appendix 2, the responsible communication is planned roughly for the upcoming year, but as always it may vary on the way and the planned topic may

also change on the way. The idea of the responsible communication for Adventure Partners is to increase transparency, to create valuable content for the customers to both social media channels and the company's own website, and to bring out what are the sustainability objectives and commitment for Adventure Partners. The external responsible communication is done by publishing newsletters four times a year about what Adventure Partners has been doing towards sustainability and by creating social media posts about sustainability-related topics. The internal responsible communication is done by providing the sustainability plan visible for all the employees and by pointing out the sustainable related webinars where the employees can join if they wish to. Both internal and external responsible communication practices are explained more in the sustainability plan in appendix 2.

5.3 Feedback

In this chapter, I introduce the feedback part of the project as explained in figure 7. Also, as mentioned in chapter 1, the sustainability plan was tested with the test group to know that it is understandable and easy to follow, and it was given to the commissioner to read to see that it meets their expectations and is viable for them to be implemented in their business.

In this chapter, I introduce what was the feedback about the sustainability plan from the test group and the commissioner. The sustainability plan was then modified based on the feedback received. In this chapter, I also introduce what were the final edits made before the sustainability plan was released.

5.3.1 Test group's feedback

The sustainability plan was tested with a small test group before it was released. The test group consists of five people between the age group from 20 to 35, and it was a mix of Haaga-Helia students and my workplace. These five people were chosen for the test group as they speak fluent English and sustainability is one of their interests. Their language skills and interest in sustainability made them suitable for the test group. The sustainability plan was sent out to everyone in the test group separately and everyone read the sustainability plan individually in a time that suited the best for them. The time given for the test group to read the sustainability plan through and to give feedback was one week, more specifically 1.-8.11.2021.

The main focus for the test group was to identify if there were some parts in the sustainability plan which were unclear. The main idea for testing the actual sustainability plan was to understand how comprehensive and clear the plan was before it was released. The

sustainability plan was sent out to the test group by email, and they were asked to give open feedback about the topics mentioned above.

The most common feedback received from the sustainability plan was very positive. Mainly the sustainability plan was described to be very clear, understandable and all the points in the plan were clearly introduced. The structure of the sustainability plan was easy to follow and included all the important matters about sustainable development. The parts which especially received the most positive feedback was the code of conduct, which many readers said that it seemed to fit well to the commissioner's key business, and the introductions of the commitment and sustainability actions, which many said were clearly stated and presented in a very understandable way for the reader.

As always, there were also some improvements that the test group presented to the sustainability plan to be even more understandable and clear. In the sustainability plan, some parts were presented using the passive format and some parts were presented using the 'we' format. For some readers this was confusing, and they wished that for having a more formal document, the text format would be passive throughout the whole plan excluding the code of conduct part. As the test group stated that it was nice that the code of conduct part was in the imperative format. Another improvement raised up from the feedbacks was to clear up the introduction part to introduce better whether the sustainability plan was used for internal or external use only or both. Also, some readers felt that they would have wanted to have a short introduction for to whom the code of conduct was made and whether it was a set of rules or guidelines for the company. These improvements were used as a base when the final edits were made. The final edits are introduced in chapter 5.3.3.

5.3.2 Commissioner's feedback

The sustainability plan was also sent out to the commissioner before releasing it. The main idea for this was to give a chance for the commissioning company to read the sustainability plan through to see that it contained everything they desired and to give feedback for the possible changes. The sustainability plan was sent out to the commissioning company a few times on the way, first when the rough plan was created, second when the plan was supplemented from the first version, and lastly when the plan was completed to keep the commissioning company in the project. The commissioner was given one week time to read the completed sustainability plan and to give feedback on what needs to be changed.

Overall, the feedback from the commissioner was very positive. The structure of the plan was what the commissioner expected, and the commissioner was very satisfied with the outcome. In the feedback, the only thing that the commissioner pointed out from the plan was to increase the numbers in some of the sustainable objectives. The commissioner wanted to increase the goals for the following objectives:

- Decrease the environmental impacts caused by traveling by 3% compared to the year 2019 in a time period of two years. → increase this objective's goal from 3% to 10%
- Increasing the use of circular economy by 1% compared to the year 2019 on a time period of two years. → increase this objective's goal from 1% to 10%
- Decrease the financial costs from traveling by 3% compared to the year 2019 on a time period of two years. → increase this objective's goal from 3% to 10%

5.3.3 Final edits

The final edits for the sustainability plan were based on the given feedback from both the test group and from the commissioner. The feedback overall was very good, and the commissioner seemed to be very satisfied with the final outcome. Also, the test group's feedback was very positive stating that the sustainability plan overall was very clear and understandable for the reader.

The edits that were made for the sustainability plan were based on the feedback received. The edits were focused on the introduction of the use of the plan, the introduction about the code of conduct, the text format, and the goals of certain sustainability objectives. The use of the sustainability plan was clarified better that the plan was made for both external and internal use. This matter was opened up slightly so that future readers understand better what the use for this sustainability plan is. A short introduction about the code of conduct was added. This short introduction explained better that the code of conduct is a set of guidelines to which every employee must commit to follow, and which will help the employees to perform in their work. The text for the whole sustainability plan was changed to a passive format to be consistent throughout the plan excluding the code of conduct part which was kept in the imperative format. The last edit was to switch the goals of the three sustainability objectives as the commissioner desired. These three objectives and the goals are explained in chapter 5.3.2.

6 Discussion

In this chapter, I discuss the key findings between the theoretical framework and the sustainability plan, what was similar, and was there something totally new that was found during creating the plan. I also introduce the process success, which was defined in the very beginning, and how well the process success criteria were met in the project. Together with the process success I also explain the validity and the reliability of this thesis and the sustainability plan. In the end, I introduce the key learning outcomes, what I learned on the way when making the project. The key learning outcomes concerns both academic learning and personal learning.

6.1 Key findings

The theoretical framework of this thesis was used as a base for the sustainability plan. The theoretical framework was used to help me understand what should be included in the sustainability plan and what are the crucial parts of corporate social responsibility all in all. Quickly I realised that the code of conduct is a very important section of the sustainability plan which guides the employees to behave according to the company's rules in their work. I decided to add a short section about the code of conduct to chapter 2 to explain what the code of conduct is. This helped me to create the code of conduct for the commissioner and to the sustainability plan.

The parts of the commissioner's corporate social responsibility, with the sustainability areas and with the commitment, were easiest to add to the plan as those are found from the theoretical framework of this thesis as well. The sustainability areas are introduced in chapters 2.1, 2.2, and 2.3, and the commissioner's current sustainable situation was introduced in chapter 4.2. These chapters helped me to create the parts to the sustainability plan as they worked as examples and the theoretical framework included the knowledge of what these parts in the plan should cover.

Also, responsible communication was easy to add for the sustainability plan as it was explained in the theoretical framework of this thesis in chapter 2.4. The findings made in this chapter helped to create the responsible communication part to the sustainability plan smoothly. However, the content for the responsible communication part I had to create myself as of course the content always varies depending on the company and there is not only one way of doing responsible communication correctly.

Even though the theoretical framework of this thesis was helpful and comprehensive to make the sustainability plan, however, it was not covering all the parts of what the Sus-

tainable Travel Finland program demands to be visible in the sustainability plan for the company to be able to have the certificate. These parts are added into the sustainability plan, but I decided not to specify those parts in the thesis' theoretical framework afterwards as those are only visible for the companies participating in the Sustainable Travel Finland program.

6.2 Project success

The success of this project is measured by setting up the project success criteria, which are also explained in more detail in chapter 1.2. The meaning of setting up the project success criteria was to have a visual standard for the project which determines how successful the project was and which would help to keep the project on track during the way. Figure 9 introduces how well each criterion has been reached.



Figure 9. The success of the project criteria

As can be seen from figure 9, almost all the project criteria were fully succeeded. Only the criterion of staying on schedule was partly completed. The reason why this criterion was only partly completed is that the project was started later than was planned in the original schedule. As mentioned in chapter 5.1.2. the original schedule was to start the project in the spring of 2021 already, but the project was actually started in August 2021. However, the project was finalized on time, and it did follow the new schedule which was planned in August 2021 when the project was actually started.

As introduced in chapter 1.1. the project aimed to create a sustainability plan for Adventure Partners which they can take into use and utilize in their business. The sub-goals instead were to analyse the current state of the commissioner's sustainable development, to identify the key areas for development, to create the final plan for the commissioner, and to get feedback from the sustainability plan, and make final edits based on the feedback received. The aim and the sub-goals were all succeeded. The success and answers to the sub-goals are visible in this thesis as the current state of sustainable development for the commissioner is introduced in chapter 4.2., and the key areas for development are explained in chapter 4.3. Both of these sub-goals are also visible in the sustainability plan in appendix 2. The sub-goal of creating the sustainability plan is introduced in this thesis in chapter 5.2 and the actual sustainability plan is visible in appendix 2. The sub-goal of receiving the feedback from both the test group and the commissioner and making final edits is described in chapter 5.3.

The criterion of the satisfaction of the commissioner was fully succeeded as well as the commissioner gave positive feedback from the sustainability plan and the plan seemed to be what the commissioner desired. The commissioner's satisfaction is introduced in more detail in chapter 5.3.2. Also, the criterion of creating a viable sustainability plan was fully succeeded as the sustainability plan pleased the commissioner and was created to meet the commissioner's needs. The sustainability plan can be viewed from appendix 2.

The validity of this thesis is precious as this thesis is used as a base for the sustainability plan which was the actual outcome of this thesis. This thesis introduces corporate social responsibility as a whole with the sustainability areas and responsible communication together with the motivations for corporate social responsibility. This thesis also explains the responsible management as a whole with the different tools and introduces the Sustainable Travel Finland program which has been the key element for the commissioner's need for a sustainability plan in the beginning. The sustainability plan is a crucial part of getting the Sustainable Travel Finland certificate and therefore, is crucial for the commissioner as well. The outcome of this thesis is highly important to the commissioner and will help the commissioner now and in the future to keep on track on their state of sustainable development.

The reliability of this thesis is also precious as the information about the commissioner and their current sustainability status is based on both the interview of the owner and the self-assessment results in appendix 1 which the commissioner has gotten when participating in the Sustainable Travel Finland program. The current status of the commissioner's sustainable development is also familiar for me as I did my first internship in this company and therefore, can assure that the owner's interview and the self-assessment results are

equal and support each other. All the resources used are correctly marked and academic articles are used as a source of information together with other articles to see the validity of the academic articles in today's business and to compare the findings from both resources. The details regarding the sustainability plan and its content do correspond to what is defined in the Sustainable Travel Finland guidelines.

6.3 Learning outcomes

Academically, I learned enormously about how to plan a project and implement it by myself from the beginning to the very end. I have planned different projects before as well but never alone, so this was a good learning experience for me. The most difficult part was the start when everything had to be defined in more detail and the schedule had to be made. As the project seemed to be a big one, the part of where to start was the hardest part of this project. I also learned many new professional terms about sustainability and corporate social responsibility when I dived deeper into this matter. After this thesis, I do have a better English vocabulary which I can utilize in the future.

Creating an actual sustainability plan was new to me as I have never created one before. I learned that the sustainability plan is not done in one day, but firstly the overall structure is planned and the details that every part of the plan includes. Then the plan is filled out on the way to meet the final structure. Creating this kind of plan needs time and consistent work for it to be clear and reflect the purpose of why it is made for the company. This project was very interesting and meaningful for me professionally.

Personally, I learned how crucial it is actually to stick to the planned schedule to be able to finalize a bigger project on time. This project made me realize that not every time the motivation will be on top but that it is important to keep going and to dedicate your time to the project. I learned that every day will not be as productive as others, but it is crucial to keep the flow going. I realized that especially in the days that the motivation is lower it is of great worth to do even something small towards the project. I learned that big projects are not done as a big entity, but they are done piece by piece and that every project consists of small things which make the project whole.

For future research ideas, there is always a possibility to make a sustainability plan for another company as sustainability is a rising topic for all industries and it will be significantly important in the future. I would also like to know how the sustainability plan has helped the companies in their business and if it has gained more trust from the customers or the employees. Also, I consider that what has been the impacts of the Sustainable Travel Finland certificate on the destinations or companies, whether it has affected posi-

tively the customer experience or if the customers' have actually decided on the destination or company based on the certificate.

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Appendices

Appendix 1. Adventure Partners' self-assessment results

Itsearviointitulokset

Yhteistyö: 20/24

Ekologinen kestävyys: 54/54

Kulttuurinen kestävyys & kulttuuriperintö: 39/39

Sosiaalinen kestävyys & hyvinvointi: 62/66

Pitkäjänteisyys & paikallisuus: 37/45

Laatu & Turvallisuus: 80/84

Ilmastonmuutos & resurssiviisaus: 149/165

Vastuullisuusviestintä: 37/63

Taloudellinen kestävyys ja kilpailukyky: 76/78

Sitoutuminen: 24/36

Kokonaispisteet: [578/654](#)

Appendix 2. Adventure Partners' sustainability plan

2021

Adventure Partners' Sustainability Plan

This sustainability plan is made for Adventure Partners as a part of the Sustainable Travel Finland program. This sustainability plan aims to make the sustainable development of Adventure Partners more transparent to all of the stakeholders, to use the sustainability objectives as part of the website's content, and to give an overall perspective of the sustainable development's current state and what is planned for the future. This sustainability plan is made for both external and internal use.

The plan itself contains five different parts, starting from the corporate social responsibility commitment which discusses the commitment for sustainable development, employees training, and customer experience. The next part introduces the code of conduct which helps the employees to visualise what is expected and to perform their work better. The third part introduces the current sustainability situation and actual sustainability objectives of what Adventure Partners is committed to improve in the future. Each sustainability area – social, environmental, and economic – will be discussed separately in this part. The fourth part concerns the responsible communication plan and how it will be improved for the future. The last part of this plan is responsible management, which discusses how the sustainability objectives, communication plan, and the overall sustainability plan are monitored, and how the sustainability knowledge will be kept up to date.

1. Corporate Social Responsibility commitment (2, 4, 5)

For Adventure Partners it is important to do right and act responsibly. In Adventure Partners the newest regulations, as well as the laws of Finland, are always followed. Adventure Partners works closely with Metsähallitus and follows the regulations of different National Parks. Being a partner with Metsähallitus allows Adventure Partners to be a pioneer in sustainable practices.

Adventure Partners is committed to act sustainably and pays attention that all of the services are implemented sustainably and responsibly. Services are constantly developed, the new and old ones, to be even more sustainable. Adventure Partners takes safety and quality matters seriously and the safety matters guide all of the work.

To be consistent and to make good decisions at all times, Adventure Partners has created a code of conduct that acts as guidelines. The code of conduct's meaning is to help the employees to understand the important matters of Adventure Partners' business ethics and to guide them to always work accordingly.

This sustainability plan is created for internal use, to keep the employees informed about Adventure Partners' sustainable development and to be able to implement these practices in their work as well. For external use this document will be used partly as the sustainability objectives will be added to the Adventure Partners' website to increase transparency towards the customers and employees.

Resources used for this sustainability plan:

- 1) Hayes, A. Code of Ethics. Investopedia. URL: <https://www.investopedia.com/terms/c/code-of-ethics.asp#:~:text=A%20code%20of%20ethics%20is,business%20honestly%20and%20with%20integrity.&text=A%20code%20of%20ethics%2C%20also,an%20employee%20code%20of%20conduct.>
- 2) Valmet. Vaimetin toimintaohje. URL: https://www.valmet.com/globalassets/about-us/management/code-of-conduct/codeofconduct2020/valmet_coc_2020_finnish.pdf.
- 3) Indeed Editorial Team. Code of Conduct Examples in the Workplace. URL: <https://www.indeed.com/career-advice/career-development/code-of-conduct-examples>.
- 4) UPM. Jokainen valinta on tärkeä. URL: <https://www.upm.com/sitesassets/asset/governance/documents/policies/upm-codeofconduct-fi.pdf>.
- 5) Fortum. Toimintaohje. URL: <https://www.fortum.com/files/code-conduct-finnish/download>.

Employee training and commitment

Adventure Partners is committed to follow the sustainable and responsible business practices introduced in this document. Every employee must read Adventure Partners' sustainability plan and commit to follow these practices in all of their work. Every employee must follow Adventure Partners' code of conduct for smooth and safe work.

Adventure Partners recommends that all of the employees follow Visit Finland's latest news and participate in their webinars about the tourism industry in general and sustainability to have the latest knowledge. The webinars are arranged online and are easy to access for everyone. Employees may attend these webinars in their own free time if they wish to. The webinars can be attended here:

English: <https://www.visitfinland.com/fcb/news/join-our-webinars-in-november/>

Finnish: <https://www.businessfinland.fi/ajankohtaista/uutiset/2020-visit-finland/visit-finland--webinaarit-matkailutoimijoille>

Customer experience:

Adventure Partners keeps customer satisfaction as a highly important matter. Services are developed based on the feedback given by customers to meet their expectations. Adventure Partners also discusses the activities with the employees from time to time to see if there has been anything in the activities which need special attention and to see how the activities have gone. Customers are informed from the very beginning that all the activities are done outdoors for them to understand that weatherproof clothing is necessary and to check the weather in advance. This is done due to expectation management.

Resources used for this sustainability plan:

- 1) Hayes, A. Code of Ethics. Investopedia. URL: <https://www.investopedia.com/terms/c/code-of-ethics.asp#:~:text=A%20code%20of%20ethics%20is,business%20honestly%20and%20with%20integrity.&text=A%20code%20of%20ethics%20also,an%20employee%20code%20of%20conduct.>
- 2) Valmet. Valmetin toimintaohje. URL: https://www.valmet.com/globalassets/about-us/management/code-of-conduct/codeofconduct2020/valmet_coc_2020_finnish.pdf.
- 3) Indeed Editorial Team. Code of Conduct Examples in the Workplace. URL: <https://www.indeed.com/career-advice/career-development/code-of-conduct-examples>.
- 4) UPM. Jokainen valinta on tärkeä. URL: <https://www.upm.com/siteassets/asset/governance/documents/policies/upm-codeofconduct-fi.pdf>.
- 5) Fortum. Toimintaohje. URL: <https://www.fortum.com/files/code-conduct-finnish/download>.

2021

2. Code of Conduct (1, 2, 3, 4, 5)

Adventure Partners has set this code of conduct as guidelines, which every employee must commit to follow. These guidelines are structured so that everyone knows what is expected and how they should perform in their work.

1. **Respect the people** – In our services, we always respect both the customers as well as the employees. All need to be treated fairly.
2. **Respect the environment** – We use zero-waste practices in all of our services. Remember to always respect nature and use the natural resources as little as possible and leave no marks on nature.
3. **Follow the regulations** – At all times, we must follow the regulations set by the government. We must pay special attention to different regulations in National Parks as they might differ. At all times, we must follow the existing and newest regulations available.
4. **Pay attention to the communication** – Make the communication clear and respectful as it is important for safety reasons as well. Make the atmosphere easy for anyone to be able to ask questions or more guidance.
5. **Always safety first** – As we are working on hazardous surfaces and in all kinds of weather conditions, at all times in our services safety must be the number one priority to avoid any accidents or incidents.
6. **Aim for high-quality service** – We always want our customers and guests to have the most enjoyable experiences with us and therefore, it is important to always aim for high-quality service in all of our services.
7. **Educate** – We have customers from all kinds of backgrounds, and we encounter people outdoors also from all kinds of backgrounds, so it is crucial to take action in case we see something done wrong or incorrectly. It is our duty to ensure that our customers are educated to act correctly and behave respectfully when participating in any services arranged by Adventure Partners.
8. **Report** – In case of an accident or incident or any other reporting-worthy matters, remember to always report them to Teija Laukka.
9. **Have fun** – At Adventure Partners we also want everyone to enjoy nature and outdoor activities, also including our employees. Have fun in the outdoors!

Resources used for this sustainability plan:

- 1) Hayes, A. Code of Ethics. Investopedia. URL: <https://www.investopedia.com/terms/c/code-of-ethics.asp#:~:text=A%20code%20of%20ethics%20is,business%20honestly%20and%20with%20integrity.&text=A%20code%20of%20ethics%2C%20also,an%20employee%20code%20of%20conduct.>
- 2) Valmet. Valmetin toimintaohje. URL: https://www.valmet.com/globalassets/about-us/management/code-of-conduct/codeofconduct2020/valmet_coc_2020_finnish.pdf.
- 3) Indeed Editorial Team. Code of Conduct Examples in the Workplace. URL: <https://www.indeed.com/career-advice/career-development/code-of-conduct-examples>.
- 4) UPM. Jokainen valinta on tärkeä. URL: <https://www.upm.com/siteassets/asset/governance/documents/policies/upm-codeofconduct-fi.pdf>.
- 5) Fortum. Toimintaohje. URL: <https://www.fortum.com/files/code-conduct-finnish/download>.

2021

10. Be friendly – In Adventure Partners we are respectful and friendly towards everyone who we might encounter outdoors.

11. Openness – In Adventure Partners, we want everyone to be able to introduce their ideas for improvement or any other topic freely.

Resources used for this sustainability plan:

- 1) Hayes, A. Code of Ethics. Investopedia. URL: <https://www.investopedia.com/terms/c/code-of-ethics.asp#:~:text=A%20code%20of%20ethics%20is,business%20honestly%20and%20with%20integrity.&text=A%20code%20of%20ethics%2C%20also,an%20employee%20code%20of%20conduct.>
- 2) Valmet. Valmetin toimintaohje. URL: https://www.valmet.com/globalassets/about-us/management/code-of-conduct/codeofconduct2020/valmet_coc_2020_finnish.pdf.
- 3) Indeed Editorial Team. Code of Conduct Examples in the Workplace. URL: <https://www.indeed.com/career-advice/career-development/code-of-conduct-examples>.
- 4) UPM. Jokainen valinta on tärkeä. URL: <https://www.upm.com/siteassets/asset/governance/documents/policies/upm-codeofconduct-fi.pdf>.
- 5) Fortum. Toimintaohje. URL: <https://www.fortum.com/files/code-conduct-finnish/download>.

3. Sustainability objectives

Adventure Partners is committed to the following sustainability acts. Sustainability is divided here into social responsibility, environmental responsibility, and economic responsibility. The current situation and specific objectives are introduced under each section.

Social responsibility

Current situation: Adventure Partners always uses local services, such as accommodation and food services, when possible. The local culture and cultural heritage are respected. Local guides are used to make sure to behave respectfully at all times and to follow all the regulations in the area.

Objective: Increase the use of local services by 5% compared to the year 2019 in a time period of two years.

Actions: Utilizing more local services in our activities by using more local shops, restaurants, and accommodations instead of international companies.

Responsible person: Teija Laukka

Objective: Supporting local schools' students by creating two trainee positions compared to the year 2019 in a time period of two years.

Actions: Having two trainee positions more. Offering internship places to the local schools' students is a priority.

Responsible person: Teija Laukka

Environmental responsibility

Current situation: Adventure Partners always respects nature and does not leave any marks behind when outdoors. Unnecessary traveling is avoided to decrease the environmental impact. All the waste that might occur in the activities or tours is recycled. Adventure Partners educates their customers to respect nature as well and to take all the trash away from nature. Natural resources are also used wisely, and Adventure Partners pays attention to energy and water consumption.

Objective: Decrease the environmental impacts caused by traveling by 10% compared to the year 2019 in a time period of two years.

Actions: Avoid unnecessary traveling by combining the business travels and using more sustainable travel options, such as trains. Measuring the environmental impacts by taking carbon footprint calculator into use.

Responsible person: Teija Laukka

Resources used for this sustainability plan:

- 1) Hayes, A. Code of Ethics. Investopedia. URL: <https://www.investopedia.com/terms/c/code-of-ethics.asp#:~:text=A%20code%20of%20ethics%20is,business%20honestly%20and%20with%20integrity.&text=A%20code%20of%20ethics%2C%20also,an%20employee%20code%20of%20conduct.>
- 2) Valmet. Valmetin toimintaohje. URL: https://www.valmet.com/globalassets/about-us/management/code-of-conduct/codeofconduct2020/valmet_coc_2020_finnish.pdf.
- 3) Indeed Editorial Team. Code of Conduct Examples in the Workplace. URL: <https://www.indeed.com/career-advice/career-development/code-of-conduct-examples>.
- 4) UPM. Jokainen valinta on tärkeä. URL: <https://www.upm.com/siteassets/asset/governance/documents/policies/upm-codeofconduct-fi.pdf>.
- 5) Fortum. Toimintaohje. URL: <https://www.fortum.com/files/code-conduct-finnish/download>.

2021

Objective: Having zero-waste services by the end of the year 2030 compared to the starting point on the year 2019.

Actions: Replacing the disposable tableware to the reusable ones in all of our services and educating our employees for using reusable cups etc. in all of our services.

Responsible person: Teija Laukka

Objective: Increasing the use of circular economy by 10% compared to the year 2019 in a time period of two years.

Actions: Using the old gears more again in the other activities when the gears reach a certain age or quality standards, but still can be used in other activities without risking safety matters. Recycling all the gears that cannot be reused anymore and favoring used gears over new ones every time it is possible without risking safety and quality matters.

Responsible person: Teija Laukka

Economic responsibility

Current situation: Adventure Partners uses the local guides at all times to support the local community as well as decreases travel costs. Adventure Partners uses high-quality gears and focuses on maintaining to keep the gears in a good shape. All the gears are recycled, and the older ones are used in other activities. Adventure Partners avoids unnecessary traveling to decrease the environmental impact as well as the financial costs.

Objective: Decrease the financial costs from traveling by 10% compared to the year 2019 in a time period of two years.

Actions: Combining the travels by arranging activities and tours at the same place at the same time and avoiding unnecessary traveling.

Responsible person: Teija Laukka

Climate change

Adventure Partners continues to monitor the water and energy consumptions to maintain as low of a level as possible. Adventure Partners uses environmentally friendly options for traveling, for example, trains or favors car-pooling in case public transportation is not optimal. Adventure Partners pays attention to recycling and always has zero-waste services.

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2021

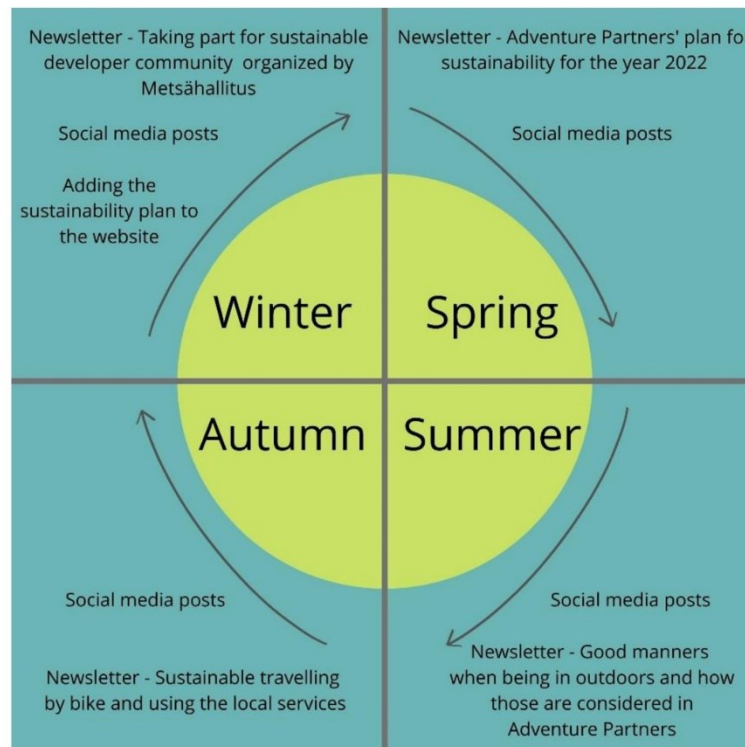
4. Responsible Communication

External communication:

Adventure Partners is committed to increasing and paying more attention to responsible communication. The communication happens by using newsletters in Adventure Partners' own website and utilizing social media as well. The newsletters handle different sustainability-related topics of what is going on in the company and how the sustainability matters are shown in the company's daily life.

The responsible communication will be roughly planned for the whole year, but changes may occur. The year has been divided into four sections and in each section, one newsletter is published, and a few social media posts are created. The overall sustainability plan is also added on the website for all the stakeholders to see.

Plan for the years 2021-2022:



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2021

Internal communication:

To also ensure internal responsibility in communication, Adventure Partners will openly share the sustainability objectives with the employees. The sustainability plan is sent to every employee for them to be able to practice their work according to the Adventure Partners' code of conduct and to be able to follow the sustainable development inside the company. Adventure Partners also highly recommends every employee to follow Visit Finland's sustainability-related webinars and attend those whenever possible in their own free time.

The newsletters which are published on Adventure Partners website are also targeted to the employees for them to be able to know what the recent acts towards sustainability are and what might be the next objectives on what will be focused on inside the company.

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2021

5. Responsible management

The sustainability objectives are monitored yearly to see if those have been succeeded and to check if any other sustainability actions need to be done to reach the existing goals or if new goals need to be added. The sustainability objectives are performed with the existing resources.

Also, responsible communication will be checked yearly. The communication plans for the following year will be updated yearly and the topics are decided roughly. The plan is made so that the content varies, and it is interesting and relevant for the customers and the employees. The communication plan made is only a rough plan and it can be modified and the chosen topics may vary during the year.

Adventure Partners will keep working closely with Metsähallitus and will be participating in the sustainability programs organized by Metsähallitus also in the future to gain good knowledge about today's sustainability matters and to be able to implement the newest information to its business as well.

Adventure Partners will also check the Visit Finland's and Business Finland's webinars regularly to be able to recommend them to their employees and for their own benefit. The main focus for the webinars, which Adventure Partners will recommend to its employees, is sustainability-related webinars and webinars about the future prospects in the tourism industry. Participating is not mandatory, but highly recommendable, and it will be done in everyone's own free time.



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