

### Phase 5: Analysis & follow-up measures

#### Step 5.2: Follow-up measures

##### How to determine appropriate follow-up measures to address the impacts identified?

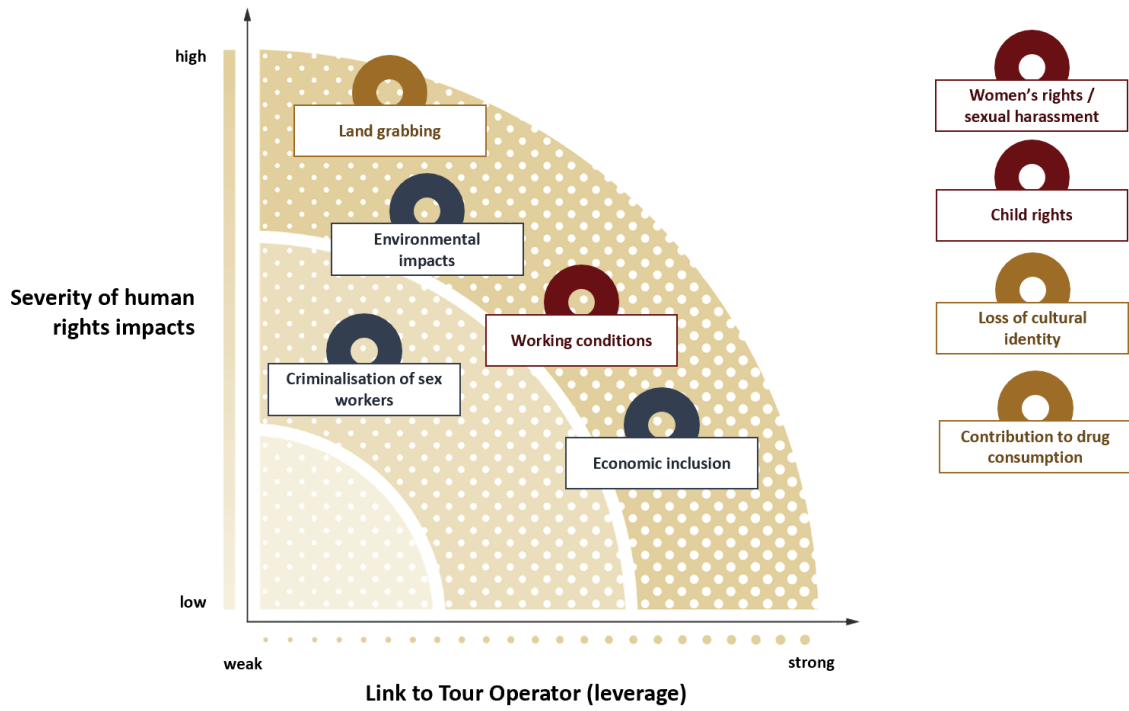
To effectively address and mitigate the human rights-related impacts identified, the company should specify how it will address the issues and plan follow-up measures across its operations to manage them. Several aspects should be considered while developing these measures:

- First and foremost, try to address all impact areas identified, starting with the most severe impacts that have been prioritised. See guidance material on [“How to prioritise human rights issues according to their impact severity?”](#).
- Check if there are things your company is already doing to mitigate the impacts identified. Why were they not effective in the destination assessed? What measures can you take to improve that?
- Consider the feedback and ideas received from rights-holders and other relevant stakeholders throughout the assessment when identifying actions to address the adverse impacts.
- Different types of mitigation measures will be required depending on whether the company has caused or contributed to the adverse impacts, or is solely involved. See guidance material [“How to identify a company’s ability to influence \(leverage\) impacts on human rights?”](#).
- As a company, think also about measures you can integrate in internal processes for all destinations such as developing a supplier code of conduct, training your own employees etc.
- Organise an internal management workshop to discuss the findings, identify internal responsibilities and brainstorm potential measures. Use the severity/leverage matrix described below as a basis for discussion.
- Discuss the findings with peers from the sector, especially where your leverage is limited. Contact the Roundtable Human Rights in Tourism which can serve as such a platform for exchange.

Create an overview indicating severity and leverage

Creating an overview of the human rights issue areas identified, their severity as well as your company’s ability to influence (leverage) them, might be a very useful next step for your further discussions (internal and/or external) when identifying follow-up measures.

# Human rights impact assessment



## Human rights impact assessment

Make a list of potential measures and partners

Based on the illustration above, create a list of potential measures to address the issues. The smaller your leverage, the more you will need to find partners or affected stakeholders interested in implementing measures together. The example action plan below gives you some ideas of measures that a tour operator could take based on identified human rights issues.

Human rights issues	Short description of issue	Leverage (high, medium, low)	Destination-specific measure	Internal / company-specific measure	Potential Partner	Responsibility (colleague or unit within the company)	Timeline (Date of creation – Deadline)
Workers' rights at hotels	Overtime not compensated properly & lack of knowledge about local laws regarding overtime	Medium	Organise a capacity-building workshop for hotels on improving business performance through respect for labour conditions and social rights.	Give preference to hotels with a Travelife certificate in your procurement.	ILO; Travelife, Incoming TOs; hotel partners	Corporate responsibility department; Human rights representative, procurement	04/2020 – 08/2020
Women's rights / LGBTIQ rights	Sexual harassments by tourists against hotel employees, especially housekeeping staff	Medium	Cooperate with relevant business partners (hotels) and local women's NGOs to conduct awareness raising workshops and produce information material for staff.	Produce information materials for customers to be included in travel documents.	Local NGO working on sexual harassment of women; hotel partners	Corporate responsibility department; Human rights representative; Sales	03/2020 – ongoing
Customer rights	Lack of customer safety on houseboats	Medium	Work with the local tourism associations / tourism ministry to agree on customer health & safety requirements on houseboats.	Develop customer health & safety requirements for business partners offering cruises/boat rides.	Local tourism associations; tourism ministry	Corporate responsibility department; Communication & public relation department; Procurement, Health & Safety / Quality; Legal	

## Human rights impact assessment

<b>Children's rights</b>	Increasing commercial sexual exploitation of children in the destination linked to the growing tourism industry; weak presence of The Code	Low	Support training / capacity building to strengthen the local Code representative.	Join The Code and implement internal training; Inform customers on the issue.	UNICEF; ECPAT; The Code	Corporate responsibility department; Human rights representative; Sales; Human Resources	02/2020 - ongoing
<b>Modern slavery</b>	Migrant labourers found to be at risk of modern slavery in the extended tourism value chain (e.g. outsourced laundry services); lack of legal protection	Low	Raise this issue with local ILO Office and Ministry of Tourism / Labour; Engage with local tourism association and make a clear statement against modern slavery.	Inform internal procurement staff and local incoming agents about the issue; develop criteria for fair working conditions for migrant labourers.	ILO, Ministry of Tourism, local tourism association; local incoming agent	Corporate responsibility department; Human rights representative; procurement	02/2020 – 08/2020
<b>Community impact</b>	Lack of economic inclusion of local communities → no benefits from tourism	Medium	Work with local communities to promote their participation in tourism; train them on quality standards so they can compete in the market	Promote community-based tourism to your customers; encourage them to buy souvenirs that are produced locally and benefit local communities.	Local Community-Based Tourism Associations; local incoming agents	Corporate responsibility department; Human rights representative; sales; product development	01/2020 – 03/2020