Responsible Hospitality: Theory and Practice

Rebecca Hawkins and Paulina Bohdanowicz

| Chapter 1: | Introduction | 1 |
|--------------|---|-------------------|
| Chapter 2: | The reasons for doing good | 19 |
| Chapter 3: | Defining good – the principles of responsible business | 29 |
| Chapter 4: | Good in the context of hospitality | 46 |
| Principle 1: | Avoid wasteful use of resources and protect and, where possible, improve the environment | 66 |
| Principle 2: | Prepare for the (un)expected | 97 |
| Principle 3: | Develop products that are responsible and can be operated responsibly | 112 |
| Principle 4: | Develop mechanisms to take full account of the views of people and communities | 134 |
| Principle 5: | Embed responsible business practices throughout the supply chain | 151 |
| Principle 6: | Engage employees and customers in actions that support environmental, economic and social wellbeing | 175 |
| Principle 7: | Contribute to the development of public policy that promotes environmental, social and economic wellbeing | 205 |
| Principle 8: | Define responsible business values and communicate good practice | 218 |
| Principle 9: | Build trust through transparency | 232 |
| Principle 10 | : Take responsible business to the heart of the company | 248 |
| After | A Faustian bargain? word ary of terms | 258 267 275 |
| List of | facronyms | 278 |



Principle 7: Contribute to the development of public policy that promotes environmental, social and economic wellbeing

It is now recognised that poverty reduction and sustainable development will not be achieved through government action alone. Policy makers are paying increasing attention to the potential contribution of the private sector to such policy objectives. The concept of corporate social responsibility (CSR) is sometimes used as shorthand for businesses' contribution to sustainable development.

Mumo Kivuitu (2006)

Most governments have concluded that the regulatory, financial and market based tools that they have access to have a role to play in reducing emissions associated with the production of goods and services. They are, however, poorly adapted to changing patterns of consumption or tackling social equity issues. The challenges of sustainable development cannot be met unless both of these aspects are tackled and to do so will require engagement with businesses among others. Those governments and intergovernmental agencies that are serious about achieving more sustainable forms of development have, thus, almost unanimously come to the conclusion that there is a need to harness the creative power of companies. Organisations such as the United Nations have actively nurtured dialogue with businesses and industry through processes such as the Marrakech Process and the World Economic Forum. These processes have been emulated within national policy dialogues, where businesses have increasingly been given a voice when it comes to formulating policy responses to sustainable development issues. Figure 40 demonstrates the range of policy tools that are within the scope of these dialogues.

Some view the inclusion of businesses – and especially multinational companies – in dialogue with governments as something of a betrayal. They view companies as seeking only to weaken the rules regarding advertising, biotechnology, emission control and so on through the policy debate. There is some justification for this point of view. In the words of Jeffrey Hollender 'for too long, despite business's supposed embrace of corporate responsibility, the vast majority of companies have deemed it entirely acceptable for their activities to diminish society and impair the environment' (p. xvii). Yet to exclude companies from the policy dialogue is to ignore the roles that these behemoths can play in, among other things, changing the behaviour of millions of individuals, challenging the traditional notion of businesses, developing accounting procedures that recognise the value of environmental and social and community resources and benefiting from the eco-efficiencies that accompany effective environmental management.

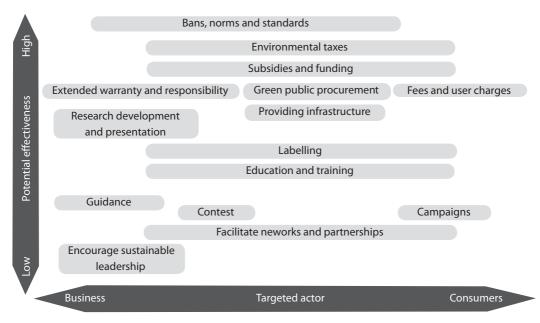


Figure 39: Policy Instruments for sustainable consumption *Source*: UNEP/Wuppertal Institute/Centre on Sustainable Consumption and Production *et al.* (2010)

Text box 44: The issue of corruption

It is implicit within Principle 7 that businesses do not engage in corrupt practices. This is a simple statement to make, but not always easy to enforce. Any global company will be aware that when operating in some countries the line between normal business practices and corruption can become blurred. Openly corrupt demands for permission to build or gain the management contract to operate in a property may be easy to spot, if not to refuse. More difficult to manage are the smaller instances of corruption. These are relatively common in some countries when seeking to renew contracts to supply water to an existing hotel spa or gain the opportunity to bid to provide hospitality services to an oil rig and so on. It is when dealing with the issues of corruption at this level that businesses often overstep the mark. Companies that are serious about beating corruption actively ensure that dialogue with policy makers takes place to fight against corruption. Marriott, for example, addresses this issue through its Business Conduct Guide which is supported by a legal and ethical conduct survey to ensure compliance.

Source (http://www.marriott.com/corporate-social-responsibility/corporate-values).

Many businesses have long since recognised the benefits of policy dialogue – not least to ensure that policy interventions support responsible business initiatives and the regulatory bar is sufficiently high to target those businesses that 'do bad' – thus preventing the name of big business in general from being tarnished (www.edelman. com/trust/2011). The last decade, has, therefore seen extensive voluntary initiatives from businesses working in partnership with governments to tackle issues from corruption to obesity and poverty to carbon reduction.

Chapter extract

To buy the full file, and for copyright information, click here

http://www.goodfellowpublishers.com/academic-publishing.php?promoCode=&partnerID=&content=story&st

oryID=240



All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recorded or otherwise, without the written permission of Goodfellow Publishers Ltd

All requests should by sent in the first instance to

rights@goodfellowpublishers.com

www.goodfellowpublishers.com