



2019

Sustainability Report



betterholidays
betterworld

Contents

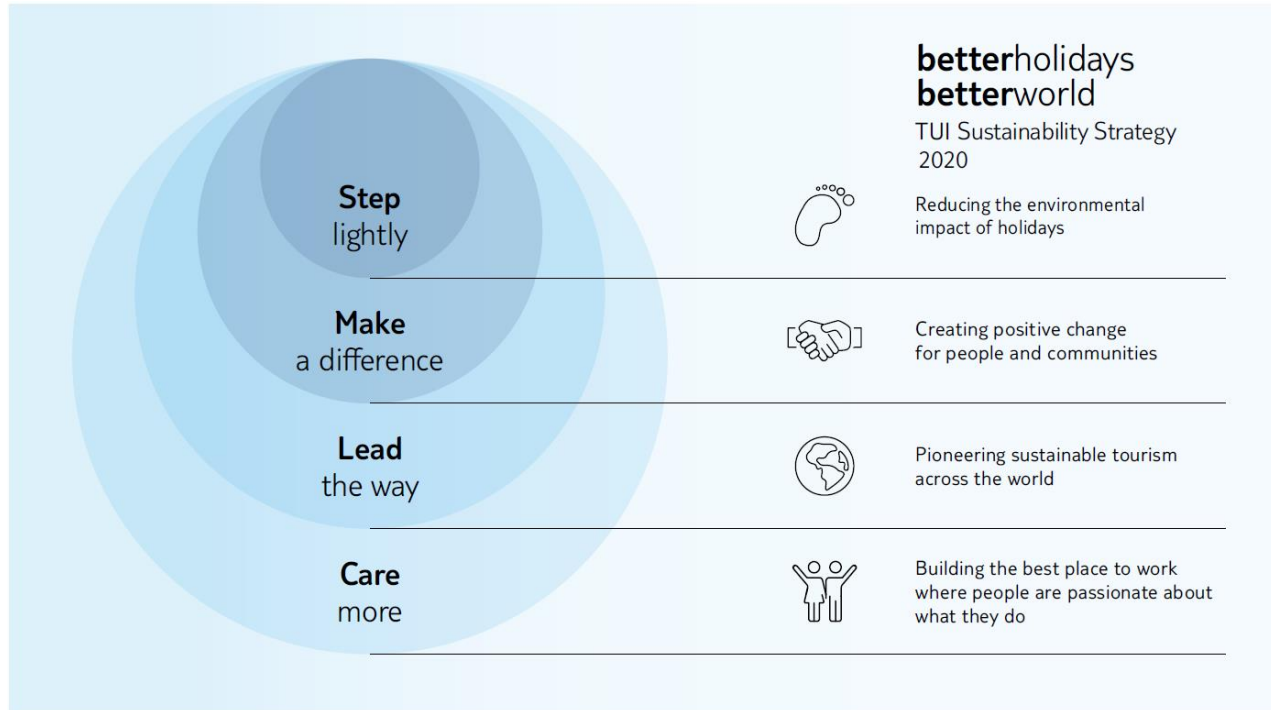
3	Sustainability strategy and implementation
4	Sustainability highlights in FY 2019
5	Materiality
6	Managing Sustainability
7	Sustainable Development Goals
7	Sustainability Indices
8	Step lightly – Reducing the environmental impact of holidays
17	Make a difference – Creating positive change for people and communities
23	Lead the way – Pioneering sustainable tourism across the world
33	Care more – Building the best place to work where people are passionate about what they do
47	UN Global Compact - Progress report

This is TUI Group's 2019 sustainability report. This document contains information on TUI's work and progress in our financial year 2018/2019. Due to the Covid19-pandemic more recent information will be regularly published online.



Sustainability strategy and implementation

TUI Sustainability Strategy 2020



Our 'Better Holidays, Better World' 2015 – 2020 strategy is built around the following core pillars:

- **Step lightly**, where we commit to operate the most carbon-efficient airlines in Europe and cut the carbon intensity of our operations by 10 % by 2020.
- **Make a difference**, where we commit to deliver 10 m 'greener and fairer'* holidays per year by 2020, enabling more local people to share in the benefits of tourism.
- **Lead the way**, where we commit to invest € 10 m per year by 2020, to support good causes and enhance the positive impacts of tourism, using the TUI Care Foundation to support this work.
- **Care more**, where we commit to achieve a colleague engagement score of over 80.

TUI Group remains committed to implementing its sustainability strategy. The sustainability actions and objectives adopted in 2015 address the environmental and social challenges facing the tourism sector which have been the subject of public debate in recent times. We are already working on the evolution of TUI Group's sustainability strategy up to the FY 2030, involving a large number of stakeholders.

* Measured by the number of customers we take to hotels with credible sustainability certification – defined as those recognised or approved by the Global Sustainable Tourism Council (GSTC).

Sustainability highlights in FY 2019



TUI Airways and TUI fly in Germany are ranked **#1 and #4 most carbon-efficient airlines in the world***



TUI Airlines are **19 % more carbon-efficient** than the average of the six largest European airlines



TUI operates the most modern fleet of cruise ships in the world
-13.6 % CO₂ emissions per guest night in 2019 vs 2015
(23% lower water consumption vs. 2018)



83 % of TUI Hotels & Resorts are sustainability-certified



10.3 million holidays in sustainability-certified hotels
(5.6 million in 2015)



1.2 million TUI Collection excursions meeting sustainability criteria supported by TUI Care Foundation



250 million single-use plastic items eliminated Group-wide



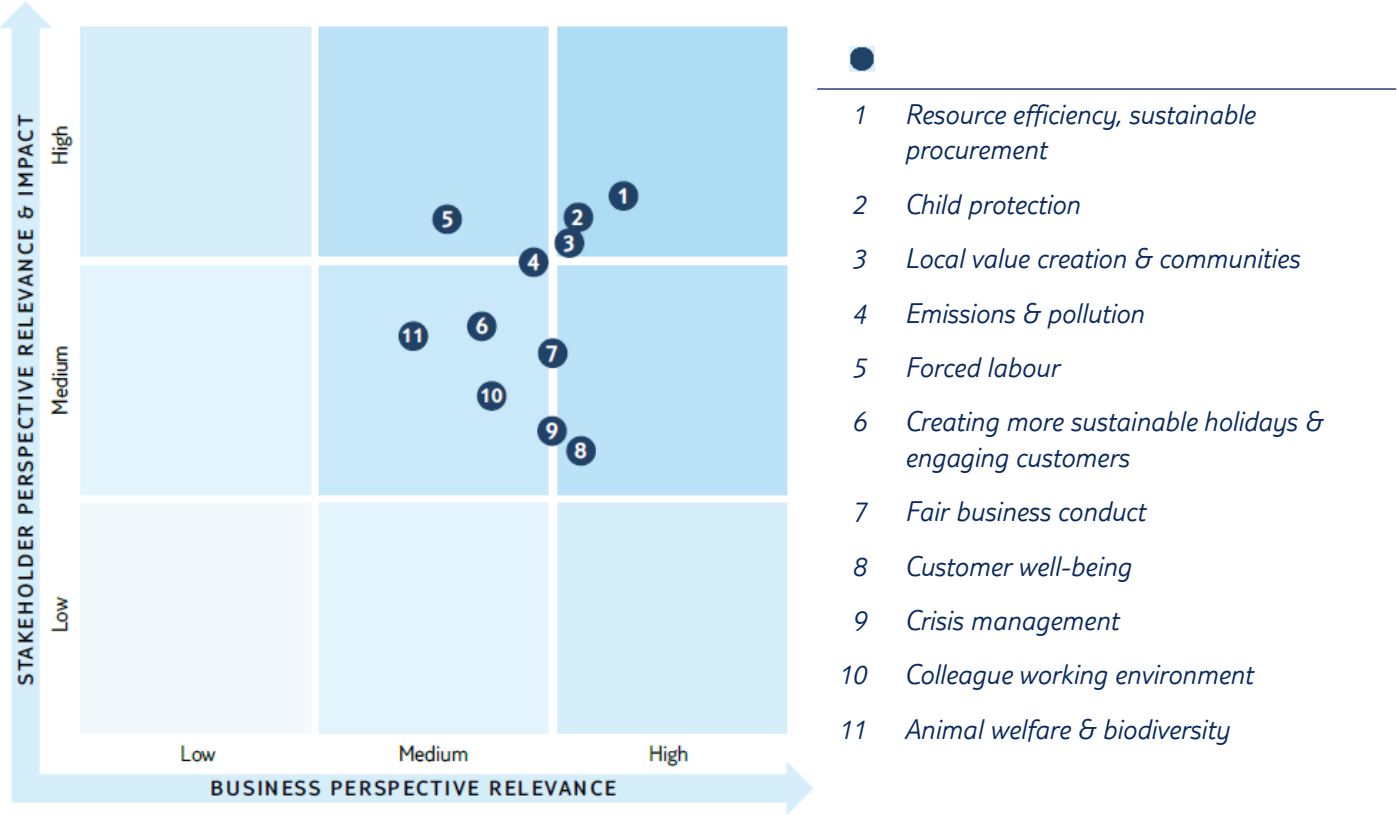
€8.1 million invested to enhance the positive effects of tourism – primarily via TUI Care Foundation

* Based on the 2018 atmosfair Airline Index



Materiality

TUI Group carried out a formal materiality assessment involving a variety of key stakeholder groups. Through a global stakeholder survey and an impact analysis, the most material aspects were identified and prioritized using recognized qualitative and quantitative methods. The graph below shows the major areas where TUI's stakeholders would like us to focus even more commitment and engagement. The results also form the basis for developing TUI's next sustainability strategy beyond 2020.



Managing Sustainability



Across TUI Group dedicated and experienced sustainability professionals work in close collaboration with senior management at Group and at divisional level to help ensure that TUI's business and sustainability strategies are aligned.

Our sustainability colleagues' role is to drive uptake of more sustainable business practices across the TUI Group and along its supply chain, and to advise the TUI Care Foundation on destination project proposals and implementation. On a regular basis the TUI Group Executive Committee is updated on our performance against the sustainability strategy and on material issues. Also sustainability is regularly on the agenda in divisional management boards, platform boards (i.e. hotels and aviation) and in the risk oversight committee.

As part of TUI's sustainability management approach, the corporate headquarters has been successfully audited against the ISO 14001:2015 environmental standard. Furthermore TUI Germany and TUI Business Services in Hannover hold ISO 14001 certifications.

Senior Management from across TUI regularly speak at a range of forums and conferences about the industry's most material issues and TUI's response to them. Furthermore sustainability is a key issue whenever we collaborate with destination governments and develop our growth strategy.



Sustainable Development Goals

TUI Group is committed to make our sector more sustainable and support the UN Sustainable Development Goals (SDGs). As a global operator and the world's leading tourism business, we can drive change for the better – we also have the responsibility to tackle shared global challenges like climate change or Covid-19 pandemic.

Our Better Holidays, Better World strategy aims to address key industry challenges and increase our positive impact. We link our strategy, activities and sustainability projects with the SDGs to maximise the effects worldwide.



Sustainability Indices

TUI AG is represented on the sustainability indices FTSE4Good and Ethibel Sustainability Index (ESI). In 2019 TUI was included in the RobecoSam Sustainability Yearbook with a 'Bronze Class' distinction. TUI was recognised in the leadership band by CDP in the 2019 Climate Change assessment for its actions to cut emissions, mitigate climate risks and develop the low-carbon economy.



FTSE4Good



The Sustainability Yearbook 2019

In 2019, TUI Group was rewarded for excellence in transparent reporting at the World Responsible Tourism Awards today, affirming the business' commitment to leading the way in sustainable tourism. Throughout the year TUI companies have been recognized by a variety of awards. TUI Cruises was awarded with the 'CruiseCopenhagen Sustainability Award 2019'. TUI UK & Ireland were finalist in the TTG Travel Awards 2019 Responsible Travel initiative of the year category. The Robinson Club Jandia Playa became the first international hotel outside of Germany to earn the German Sustainable Business Council (DGNB) platinum certificate in 2019. TUI was ranked the most sustainable travel company in Denmark in the 2019 Sustainable Brand Index and the most sustainable travel brand in Sweden in the 2020 Sustainable Brand Index



Step lightly



Step lightly – Update against 2020 commitments

→ **We will operate Europe's most carbon-efficient airlines and reduce the carbon intensity of our operations by 10% by 2020**

TUI Airlines' carbon emissions were 65.2 g per revenue passenger kilometre (g CO₂/RPK) in 2019 - a 3.6 % reduction since 2014, our baseline year.

→ **We will reduce TUI Airlines' carbon emissions per passenger km by 10%.**

In 2019 carbon emissions per passenger km were 65.2 g CO₂, an improvement of 2.3 % compared with 2018 and a reduction of 3.6 % compared with the 2014 baseline.

→ **All TUI's airlines will be ISO 14001 certified.**

All five tour operator airlines maintained their ISO 14001 certification.

→ **Our airlines will source food, beverages and other supplies responsibly.**

TUI fly in Germany and Nordics as well as TUI Airways in UK offer more and more sustainable products, e.g. 'Bracenet' which is a bracelet created from fishing nets that have been lost into our oceans. TUI Airlines' new sustainable amenity kit is encased in a re-usable bag which is made from recycled plastic bottles and there is no plastic packaging inside. In addition, TUI fly Nordic has removed all red meat from their flights.

→ **We will segregate cabin waste and work with destination airports to improve waste management and recycling.**

TUI Airlines are currently conducting group wide survey about waste management and recycling facilities of relevant airports.

→ **We will reduce carbon emissions per cruise passenger night by 10%.**

In 2019, CO₂ emissions per cruise passenger night were 99 kg, a 2.1 % reduction compared with 2018 (101

kg) and a 13.6 % reduction compared to the 2015 baseline (114 kg).

→ **All TUI cruise ships will be covered by ISO 14001 certification.**

In 2019, all 17 of TUI's cruise ships were covered by ISO 14001 certification.

→ **Our cruise operations will make improvements in water consumption, waste management, and sulphur and nitrogen emissions.**

Fresh water consumption per guest night declined by 23% from 110 litres in 2018 to 85 litres in 2019 across the entire fleet. Waste production per guest night was reduced by 8% from 12.7 litres in 2018 to 11.7 litres in 2019.

→ **We will reduce carbon emissions from our offices, retail shops and brochures by 20%.**

Carbon emissions from approximately 50 major offices totalled 16,213 tonnes of CO₂; 1,600 retail shops generated 8,329 tonnes of CO₂ and

4,679 tonnes of CO₂ resulted from brochure production. This in total reflects a 7 % reduction compared with 2018 and a 22 % reduction against the 2015 baseline.

→ **Our hotels will reduce carbon emissions per guest night by 10 %.**

In 2019, average carbon emissions per guest night from TUI Hotels & Resorts was 9.43 kg, a 0.6% increase compared with 2018 (9.37 kg) but still a 5.2% reduction compared to the 2015 baseline (9.95 kg).

→ **Our ground transport fleet will reduce carbon emissions per passenger kilometre by 10 %.**

In 2019, carbon emissions from our coach transport companies were on average 25.7 g of CO₂ per passenger kilometre, a 5.5% increase compared with 2018 (24.3 g) but still a 4.1% reduction compared to the 2015 baseline (26.7 g).



Step lightly

Respecting the environment in our products, services and processes is an essential feature of our quality standards. We place priority on improving carbon and resource efficiency. Conserving natural resources and mitigating negative environmental impacts are both in the interests of our business as well as the future success of travel and tourism.

We face additional environmental challenges at a local level. Plastic waste, for example, is having a negative impact on destinations and ecosystems, especially in our oceans. Fresh water is also likely to become increasingly scarce in the coming years in some destinations.

Tackling climate change is an urgent global challenge. The goal of the Paris Agreement to limit global warming to well below 2 °C above pre-industrial levels is ambitious and requires that every industry makes a timely transition towards an energy-efficient, lower-carbon future. As a sector leader, TUI has a responsibility to play its part. Carbon emissions are one of the most significant environmental impacts of tourism. Travel and tourism contribute some 5 %* of global carbon emissions – half of which is attributable to aviation.

Actions in our 'Step lightly' strategy pillar therefore aim to reduce the environmental intensity of our operations and set clear stretch targets for improvement across aviation, cruise, hotels, offices, retail shops and ground transport. TUI has implemented specific carbon reduction initiatives across the business – from airline and cruise efficiency programmes, to retail energy savings and the reduction of printed brochures.

Our headline goal: We will operate Europe's most carbon-efficient airlines and reduce the carbon intensity of our operations by 10 % by 2020 (Baseline year 2014)

Carbon dioxide emissions (CO₂)

tons	2019	2018	Var. %
Airlines & Aviation	5,811,963	6,393,342	-9.1
Cruises	959,476	850,335	+12.8
Hotels	599,310	554,666	+8.0
Major premises/ shops	24,542	26,195	-6.3
Ground transport	18,277	16,782	+8.9
Scope 3 (indirect emissions from value chain)	73,141	78,852	-7.2
Group	7,486,709	7,920,172	-5.5

* UNWTO & UNEP 2008



In FY 2019, TUI Group's total emissions decreased year-on-year in absolute terms, primarily due to the sale of the airline Corsair. Carbon emissions in Cruises increased by 12.8 % which was the result of the launch of the new Mein Schiff 2 (operated by TUI Cruises), the Hanseatic nature (operated by Hapag-Lloyd Cruises) and the Marella Explorer 2 (operated by Marella Cruises). Furthermore, the cruise ship Mein Schiff 1 was integrated into the reporting for the first full year. The increase in absolute carbon emissions in Hotels is driven by the expansion of TUI's hotel portfolio.



Energy usage by business area

MWh	2019	2018	Var. %
Airlines & Aviation	23,694,131	26,070,988	-9.1
Cruises	3,712,568	3,227,813	+15.0
Hotels	1,683,294	1,527,259	+10.2
Major premises/ shops	85,689	88,076	-2.7
Ground transport	73,277	67,283	+8.9
Group	29,248,959	30,981,419	-5.6

Emissions from offices and retail shops declined, mainly due to energy efficiency initiatives in the UK. Ground transport emissions increased due to the inclusion of an additional fleet.

As part of TUI's environmental reporting the breakdown of energy usage by business area shows that Airlines and Aviation represents more than 81 % of the total energy used.



Climate protection and resource efficiency by TUI airlines

We already operate one of Europe's most carbon-efficient airlines and we aim to continuously improve. TUI Airlines' comparative performance was recognised in November 2018 by the independent climate protection organisation atmosfair, which ranked TUI Airways and TUI fly Germany #1 and #4 respectively as the most carbon-efficient airlines amongst the 200 largest airlines worldwide. TUI Airlines have numerous measures in place to further enhance carbon efficiency. We have implemented the following measures to support our efficiency goals:

- Process optimisation, e. g. single-engine taxiing in and out, acceleration altitude reduction and wind uplinks
- Weight reduction, e. g. introduction of carbon brakes and water uplift optimisation
- Flight planning optimisation, e. g. Alternate Distance Optimisation and Minimum Fuel Optimisation
- Implementation of fuel management systems to improve fuel analysis, identify further opportunities and track savings

We acknowledge that we will not meet the aviation carbon intensity target of 10 % by 2020 that was set as part of our Better Holidays, Better World strategy. This was based on efficiency measures as well as fleet renewal. Unfortunately with the grounding of the Boeing 737 Max

and the deliveries that were scheduled, this has significantly impacted progress against this target. Since our baseline year (2014), our airline carbon efficiency has changed favourably by 3.6 %.

TUI's airlines play a pioneering role in introducing environmental management systems based on the internationally recognised ISO 14001 standard. In the period under review, each of our five tour operator airlines held an ISO 14001:2015 certification.

TUI Airlines – Fuel consumption and CO₂ emissions

		2019	2018	Var. %
Specific fuel consumption	l/100 rpk*	2.59	2.56	+0.9
Carbon dioxide (CO ₂) - total	t	5,241,880	5,100,849	+2.8
Carbon dioxide (CO ₂) - specific	kg/100 rpk*	6.52	1,527,259	+0.9

*rpk = revenue passenger kilometer



TUI Airlines – Carbon intensity

		2019	2018	Var. %	g CO ₂ e / rpk*
TUI Airline fleet	gCO₂/rpk*	62.5	64.6	+0.9	65.8
TUI Airways	gCO ₂ /rpk*	64.3	63.6	+1.1	64.9
TUI fly Belgium	gCO ₂ /rpk*	70.4	70.0	+0.6	71.1
TUI fly Germany	gCO ₂ /rpk*	64.8	64.7	+0.2	65.5
TUI fly Netherlands	gCO ₂ /rpk*	64.2	64.1	+0.2	64.9
TUI fly Nordic	gCO ₂ /rpk*	59.5	59.5	+2.1	60.1

*rpk = revenue passenger kilometer

We commissioned PwC Netherlands to provide assurance on the carbon intensity metrics for 2019 as displayed in the table 'TUI Airlines – Carbon Intensity' above.

To read our airline carbon data methodology document and PwC's Assurance report in full, please visit www.tuigroup.com/en-en/sustainability/reporting-downloads.

The KPIs from 2018 have been restated due to the sale of Corsair and slight adjustments in the methodology by including intercompany TUI fleet sub-charters. Relative carbon emissions across our airlines increased by 0.9 % in the FY 2019. Main reasons for the increase are the overall reduction in load factors and the grounding of Boeing 737 Max. However, without restating our 2018 performance the TUI Airline fleet made an intensity carbon-efficiency improvement of 2.3 %, due to the sale of Corsair.

To enhance the information content, specific emissions are also shown in the form of CO₂ equivalents (CO₂e). Apart from carbon dioxide (CO₂), they include the other five greenhouse gases impacting the climate as listed in the Kyoto Protocol: methane (CH₄), nitrous oxide (N₂O), hydro-fluorocarbons (HFCs), perfluorocarbons (PFCs) and Sulphur hexafluoride (SF₆).



Climate protection and resource management in cruises

In 2019, TUI Cruises launched the new Mein Schiff 2. The newbuild ships in the fleet save fuel through a combination of the latest technologies. A smart energy management system, efficient air conditioning, innovative lighting controls and the use of waste heat from the engines all contribute to a significantly reduced carbon footprint. The International Maritime Organization (IMO) has defined particularly stringent NOx limit values for ship newbuilds in specified Nitrogen Emission Control Areas (NECAS) off the North American coast. Equipped with a main engine that is completely compliant with TIER III, the new Mein Schiff 2 fully meets these criteria.

Sulphur emissions from the new builds in the fleet are reduced by up to 99 % thanks to new systems that treat exhaust fumes before releasing them.



The ships are fitted with advanced emission purification systems, which operate around the clock worldwide – not only in the designated special emission control areas of the North and Baltic Seas, the English Channel and North America but also in the other areas that TUI Cruises travels to, such as the Mediterranean, Orient, Caribbean and Central America.

From July 2020, Hapag-Lloyd Cruises ships worldwide will exclusively use 0.1 % low-sulphur marine gas oil. This will reduce the sulphur emissions of Hapag-Lloyd Cruises' fleet by 80 % and reduce particulates by up to 30 %. Already now, all Hapag-Lloyd Cruises ships have Tributyltin-free underwater coatings, seawater desalination systems for water treatment purposes as well as a biological sewage treatment system for wastewater. Waste is separated on board in an environmentally-friendly manner prior to disposal on land by specialized companies in accordance with international regulations (MARPOL).

Hapag-Lloyd Cruises' HANSEATIC nature and HANSEATIC inspiration, which were launched in May and October 2019, are also equipped with modern environmental technology. The optimisation of the hull and the use of a rudder with special propeller contribute to a reduction in fuel consumption. The ship is equipped with an SCR catalyst, which reduces nitrogen oxide emissions by almost 95 percent, and has the option of using shore power.



In the FY 2019 Marella Cruises has further developed its environmental data management systems and processes which has helped to drive environmental performance. The fleet continues to operate as efficiently as possible. This is achieved through the installation of new equipment on board such as air conditioning plant, and operating single engine running, or drifting on passage, so that the engines can run at their most efficient speed – all of which cuts energy demand. Marella Cruises also progressed its sustainability strategy with initiatives including improved laundry efficiencies, better water management and reduction of single-use plastics.

Cruises – carbon intensity, fresh water and waste

	2019	2018	Var. %
Carbon dioxide (CO ₂) – relative kg/Cruise passenger night	99	101	-2.1
Fresh water – relative l/Cruise passenger night	85	110	-23.2
Waste – relative l/Cruise passenger night	11.7	12.7	-8.1

In FY 2019, relative carbon emissions in Cruises decreased by 2.1 % mainly driven by the on-going re-fleeting programme, more efficient energy use and technological improvements.

Per cruise passenger night 11.7 litres of waste were measured – a reduction by 8.1 % – and 85 litres of fresh water consumed, a reduction by 23.2 %, due to fleet renewal and enhanced water desalination facilities on board.

Climate protection and resource management by hotels

Together with our hotel partners we constantly work on improving our sustainability performance. We have found our hotels with sustainability certifications deliver on average better environmental performance and higher customer satisfaction.

We have included a sustainability clause in contracts with our accommodation suppliers outlining minimum expectations and the requirement to work towards credible sustainability certification recognized by the Global Sustainable Tourism Council (GSTC). TUI is supporting its hotel partners by providing guidance and consultancy to enable our hotel partners to prepare for certification.

In January 2019, Robinson Club Jandia Playa became the first international hotel outside of Germany to earn the German Sustainable Business Council (DGNB) platinum certification. The new building of the Robinson Club on Fuerteventura in Spain's Canary Islands incorporates state-of-the-art standards and is a prime example of sustainable construction in tourism, achieving a DGNB total performance index of 82.5 %, the third highest ranking among hotels worldwide. The DGNB system considers all aspects of sustainable construction: ecology, economy, socio-cultural and functional aspects, technology, processes and location.



Due to the increasing importance, TUI has continued its engagement in reducing food waste across its hotel business. Through workshops in Gran Canaria, Turkey and Mallorca, several TUI hoteliers were trained in the use of more sustainable food as well as measures to reduce food waste.

Hotels – carbon intensity, water* and waste

	2019	2018	Var. %
Carbon dioxide (CO ₂) – relative kg/guest night	9.47	9.45	+0.1
Water– relative l/guest night	542	556	-2.5
Waste – relative l/guest night	2.1	2.2	-5.5

*Includes water for domestic, pool and purposes

Effective waste management aims to conserve resources and reduce environmental impacts and costs through recycling practices. Our owned and partner hotels implement various measures to reduce waste, for example through a stronger focus on local procurement and reducing packaging via buying in bulk. Per guest night 2.1 kg of waste was measured in FY 2019, a reduction of 5.5 %.

Water is one of the most precious resources in the world. Beyond measures to control usage, hotels are finding innovative ways to address fresh water supply problems. For instance, desalination projects can make a big impact in destinations where they are in operation.

In order to measure the positive effects of customer communication on water saving while showering, TUI Magic Life Club Fuerteventura has been conducted a study in cooperation with the University of Surrey and the supplier Aguadio. One of the major results is that good customer communication has led to a reduction of the showering time by almost one fifth.



Make a difference



Make a difference – Update against 2020 commitments

→ **We will deliver 10 million 'greener and fairer' holidays a year by 2020, enabling more local people to share in the benefits of tourism.**

In 2019, we took over 10.3 million customers to certified hotels.

→ **Hotels in our tourism business portfolio will achieve credible sustainability certifications.**

We have delivered 10.3 million 'greener and fairer' holidays (up by 12 % y-o-y) through 1,688 hotels (up by 11.1 %) that were certified to a standard recognised by the Global Sustainable Tourism Council. TUI has also included a sustainability component in contracts with accommodation suppliers setting out minimum standards, e.g. regarding sustainable certification.

→ **We will make sure our hotels can access the right tools, learning and expertise to lead the industry.**

We help hotels through sustainability workshops at local and international conferences, Travelife roadshows and through consultancy support. In addition, we set up an webpage for TUI hotels in order to receive updates and news on relevant sustainability topics.

→ **Our TUI hotels will include innovative environmental features, invest in skills training for staff, develop local skills and favour local sustainable procurement.**

In 2019, 73 % of employees in our owned and International Concept hotels were receiving vocational training and there were 5,202 apprenticeships in place; 87 % of employees were nationals of the country and 78 % of food and beverage was sourced from within the country. Average carbon emissions per guest night at TUI Hotels & Resorts and International

Concepts was 9.47 kg of CO₂, energy consumption per guest night was 26.6 kWh and total water use 542 litres per guest night.

→ **We aim to remove 250 million pieces of single-use plastics from our operations (2018 – 2020)**

Over 257 million pieces of single-use plastics have been removed from our operations since setting this commitment. For example, 27 million from across our airlines, 31 million from cruise operations and 197 million from our hotel operations. In 2019, TUI signed the International Tourism Plastic Pledge, rolled out Plastic Reduction Guidelines for hotels and held a dedicated workshop for TUI Hotels.

→ **Our destination management companies and excursions will meet sustainability standards.**

In 2019, we sold 1,221,908 TUI Collection excursions (up by 3.8%

from 2018) – 375 'unique, authentic and responsible' excursions in 75 destinations. These excursions are based on local and sustainability elements. TUI has also included a sustainability component in our excursion contracts based on TUI's minimum standards.

→ **We will communicate about sustainability throughout the customer journey.**

We continue to focus on communicating with customers about sustainability including touch points throughout the booking and holiday journey. In 2019, we launched, in cooperation with the Global Nature Fund an online responsible souvenir guide. We also conducted consumer research on sustainability and tourism in many of our key markets that further highlighted the importance of sustainability to consumers.



Make a difference

Through our 'Better Holidays, Better World' strategy we aim to make a difference. We believe tourism is a powerful force for good – boosting economies, creating jobs, protecting human rights and enhancing cultural understanding and tolerance along our value chain.

Our headline goal: We will deliver 10 m 'greener and fairer'* holidays a year by 2020, enabling more local people to share in the benefits of tourism.

Greener and fairer holidays

Hotels play a key role in raising the bar in sustainability performance at our destinations. By carefully managing their impacts on local people, economies and habitats, each hotel is uniquely positioned to make a positive difference.

Our own hotels and hotel partners are expected to achieve credible, independent sustainability certifications to demonstrate social and environmental good practice. We encourage all our hotels to obtain certification that meets the Global Sustainable Tourism Council (GSTC) standard. To help hotels achieve our sustainability targets and pursue certification we support them on their journey via dedicated resource and materials, face-to-face meetings and conferences, an online collaboration and training for purchasing managers.

Sustainability is also incorporated into our excursion programmes. Since 2014, TUI Collection excursions have promoted unique, authentic and responsible activities. Each TUI Collection excursion must be exclusive to TUI and meet specific criteria for sustainability, demonstrating that it benefits local people and minimises environmental impact.

Greener and fairer holidays

	2019	2018	Var. %
Number of customer (millions) staying at certified hotels ¹	10.3	9.2	+12.0
Number of contracted hotels with certifications ¹	1,688	1,520	+11.1
% of TUI hotels with certifications ¹	80	78	+2 ²
Number of TUI Collection excursions	1,221,908	1,177,095	+3.8

¹Hotels that are certified to a GSTC-recognised certification

²Variance is given in percentage point

*Measured by the number of customers we take to hotels with credible sustainability certification defined as those recognized or approved by the Global Sustainable Tourism Council (GSTC).



FY 2019, the number of customers staying in a hotel which is certified to a GSTC-recognized standard increased year-on-year by 12.0 % to 10.3 million (exceeding our 2020 target). The number of certified hotels increased year-on-year by 11.1 % to 1,688 hotels. These increases reflect our focus on influencing and supporting hotels to make the necessary improvements to achieve certification and higher customer occupancy levels in our hotels. In 2019, our customers went on 1,221,908 TUI Collection excursions – up by 3.8 % from 2018.

TUI Tours

TUI Tours are multiday tours that include flights, hotels, experiences and a tour guide to experience different countries and really connect with the area and people. Sustainability has been incorporated in the following ways:

- Tours are assessed against sustainability criteria
- Guides complete sustainability training as part of the TUI Tours academy
- Tours include sustainability highlights where guests enjoy an authentic experience such as a cooking class or handicraft workshop
- Tours include a donation to the TUI Care Foundation and in some destination include a visit to one of the projects

Communication with customers

Embedding sustainability into our brand and raising customer awareness are key priorities. We want to stimulate demand for more sustainable holidays by showing customers how these contribute to a better holiday experience and highlighting the role they can play in creating positive change.

An example of an initiative is the online responsible souvenir guide launched in cooperation with the Global Nature Fund (GNF) in 2019. The guide offers guests tips on how to preserve biodiversity at the destination, contribute to the local economy by purchasing regional products, and avoid any unpleasant surprises when passing through customs.



TUI Souvenir Guide available on
<https://www.tuigroup.com/souvenir-guide>



Access for all

Travel should be enjoyed by all. We want to provide as many people as possible with accessible holidays. We are constantly innovating to develop new products and processes that make travel easier and more comfortable for everyone. In 2019 we continued to assess the services we offer and to improve the information available to customers to ease their holiday booking experience.

Across our cruise operations, we offer special cabins with a wider entrance as well as more space. Almost all areas of the ships are step-free and accessible by elevator. TUI Cruises website shares extensive information on accessibility.

Our airlines provide onboard assistance, free transportation of mobility equipment and use of an onboard wheelchair, among other services. One example of our specialised customer accessibility support is the dedicated team at TUI Germany (in place since 1981), which organises arrivals and departures, accommodation, transfers and excursions for customers with reduced mobility.

Animal welfare

TUI audits its suppliers against established animal welfare guidelines. TUI excursions featuring animals must comply with ABTA guidelines (Global Animal Welfare Guidance for Animals in tourism). Since 2016 more than 217 independent audits of animal attractions featured by TUI were conducted. Wherever possible we prefer to work with suppliers on improvement plans, however a number of venues were taken out of the programme who did not meet the standards.



Plastic reduction

Growing plastic pollution negatively impacts travel and tourism, particularly near the beaches and oceans so important to our destinations. Recognising the industry's role, TUI Group's focus is on preventing waste in the first place by reducing single-use plastic from our operations. TUI aims to remove 250 million pieces of single-use plastics by 2020 through concerted efforts across our hotels, cruise ships, airlines, destinations and offices.

In 2019, TUI signed the International Tourism Plastic Pledge along with others who recognize the urgency and the need to work together to reduce plastic pollution. TUI also rolled out Plastic Reduction Guidelines for hotel.

TUI Group is part of the Global Tourism Plastics Initiative, which strives to tackle plastic pollution. The initiative unites the tourism sector behind a common vision to address the root causes of plastic pollution. As a member of the Advisory Committee for the Global Tourism Plastics Initiative, TUI is contributing to the co-creation of the initiative, developing a menu of commitments that outlines the expected contributions from the private sector, destinations, associations, and NGO's in the sector to define concrete roadmaps for implementation of the Initiative by 2025.

In order to further reduce plastic across our hotel operations, TUI's first Plastic Reduction Workshop was held at TUI Magic Life Sarigerme in

early October 2019. More than 30 participants from TUI Group's different hotel brands and joint venture partners participated in the one-day workshop, including TUI Blue, TUI Magic Life, Robinson, TT Hotels, Suneo, Barut Hotels and TUI Sensatori. Its main focus was on embedding plastic reduction in TUI Group's sustainability strategy and on defining specific goals and initiatives for TUI Hotels & Resorts.

WASTE
LESS



In 2018, TUI Cruises launched the WASTELESS plastic reduction programme on the Mein Schiff fleet. By the end of 2020, plastic products and unnecessary disposable items on board all ships as well as on land are to be eliminated and replaced by renewable and natural raw materials. Partners and suppliers, headquarters staff, crew and guests will be involved in this ambitious programme. The initial focus is on measures in the areas of hotel operations, restaurant and bar.

TUI has also joined the project "Plastic-free holidays on the Balearic Islands" coordinated by the organization Futouris in cooperation with the Government of the Balearic Islands and other stakeholders. Objective of the project is to reduce the plastic waste generated by tourism and improving the recycling of unavoidable plastic waste on Balearic Islands.



Lead the way



Lead the way – Update against 2020 commitments

→ **We will invest € 10 million per year by 2020, to support good causes and enhance the positive impacts of tourism, using the TUI Care Foundation to support this work.**

Our businesses, colleagues and customers raised €8.1 million to support good causes and enhance the positive impacts of tourism.

→ **Our airlines, cruise operations and hotels will deploy new technologies and practices.**

TUI Cruise's new build ships use the latest closed-loop technology, so that waste wash water disposal only occurs onshore. Our hotels also continued to invest in innovative technology. For instance, Robinson Club Jandia Playa became the first international hotel outside of Germany to earn the German

Sustainable Business Council (DGNB) platinum certification. The new building of the incorporates state-of-the-art standards and is a prime example of sustainable construction in tourism.

→ **We will collaborate on initiatives to scale up sustainable aviation fuels.**

We are committed to reducing fuel consumption until sustainable fuels become commercially viable. We engaged in industry initiatives and research programmes including the Sustainable Aviation Fuel Users Group (SAFUG) and RSB, a multi-stakeholder organisation with the goal of supporting and driving best practice for sustainable biomaterial production.

→ **We will invest in empowering young people.**

By 2020, TUI Care Foundation aims to improve the life chances of over 100,000 children and youth – with over 59,000 reached in the last two years*. TUI Academies launched in 2019 include supporting vocational training for disadvantaged youth in Greece and providing hospitality training to underprivileged young people in Sri Lanka.

→ **We will invest in protecting the natural environment.**

Over 1.6 million animals have been protected in the last two years* through projects supported by the TUI Care Foundation, exceeding the ambition of 1 million by 2020. Projects launched in 2019 to protect the natural environment include a destination single-use plastic reduction initiative in Cyprus and an innovative technology project in

Kenya to prevent elephant poaching.

→ **We will invest in projects that support thriving communities.**

Over 5,400 livelihoods have been enhanced over the past two years*. By 2020, TUI Care Foundation aims to help enhance 10,000 local livelihoods in destinations through tourism. Projects launched in 2019 include empowering female argan oil producers in rural Morocco and a tourism startup accelerator in Egypt.

* TUI Care Foundation data from 2017 & 2018 calendar years.



Lead the way

The TUI Care Foundation is the main channel to fulfil our Lead the way ambition. TUI Care Foundation was adopted as our Group corporate foundation in 2016. It is an independent charitable foundation, with a majority of non-TUI trustees. TUI Care Foundation builds on the potential of tourism as a force for good by supporting and initiating partnerships and projects that create new opportunities for the young generation and contributes to thriving destinations all over the world.

By connecting holidaymakers to good causes, we foster education and the wellbeing of children and youth, the protection of nature and the environment, and the positive impacts of tourism on people and places in destinations worldwide.

TUI Care Foundation ‘works global and acts local’. Through strong partnerships with local and international organisations and by making it easy for holidaymakers to make a difference by contributing to good causes in their holiday destinations, we aim to create meaningful and long-lasting impact.

Read more about TUI Care Foundation on www.tuicarefoundation.com

Our headline goal: We will invest € 10 m per year by 2020, to support good causes and enhance the positive impacts of tourism, using the TUI Care Foundation to support this work.

We measure this by the amount invested in charity, projects, and initiatives as well as memberships that support good causes and enhance the positive impacts of tourism.

Investments into projects and good causes

€ million	2019	2018	Var. %
Amount raised for research / good causes	8.1	7.8	+4.1

Our businesses, colleagues and customers raised € 8.1 m in FY 2019, an increase of 4.1 % year-on-year. Additional fundraising initiatives are planned for FY 2020 to enable us to get closer to our goal.



The Foundation set out a strategic plan, 'Caring for a Better World' in 2017, with clear ambitions and objectives to achieve by 2020, around three fields of engagement. Progress from the first two years of the strategy is outlined below.

The project portfolio continued to expand in 2019. Examples include:

- TUI CARES (Morocco) – Offering technical assistance and new sales opportunities for women’s cooperatives producing argan oil products in rural areas
- TUI CLEAN & GREEN (Cyprus) – Reducing single-use plastic through programmes in local schools and reduction strategies for local businesses
- TRAVEL TECH 4 GOOD (Africa) – Supporting young local entrepreneurs to boost their start-ups focused on social impact and sustainability
- TUI ACADEMY (Sri Lanka) – Providing training and internships in the thriving tourism industry to fight youth unemployment



Fields of engagement	Ambition by 2020	Progress 2017 & 2018*
Empowering young people	We will improve the life chances of over 100,000 children and youth by 2020	59,000 children and youth reached
Protecting the natural environment	We will protect the welfare of over 1 million animals and participate in projects to save resources	Over 1.6 million animals protected
Thriving communities	We will help enhance 10,000 local livelihoods in destinations through tourism	5,400 livelihoods enhanced

*TUI Care Foundation financial year (1 January – 31 December)



Innovations

Whilst transforming into a digital- and platform company and to remain successful in the long-term, TUI drives innovation internally as well as with external partners. One of them is Plug & Play in Sunnyvale, California where TUI's innovation team pitch innovative new start-ups which will potentially help us uncover new ways of doing things and to achieve better products and services.

In order to further reduce the carbon emissions, TUI Airlines are conducting several innovative measures. In cooperation with OptiClimb, a software has been introduced where the climb speed profile of the flight is optimized to reduce fuel consumption without affecting the duration of flight, taking into account aerodynamic parameters, engine efficiency and wind/temperature gradients. Based on the trials, on average 64 kgs of fuel, which equates to 202 kgs of carbon emissions are saved with every flight.

Correct information in flight around the weather is important to enable our pilots to choose the most optimal and fuel-efficient flight path. Avtech's Aventus service is based on a much improved weather forecast model which is retrieved in real-time from the global aviation weather provider, Met Office, UK. The use of this more accurate information results in up to 50% reduction of the wind forecast error. It is estimated that 6,000 tons of carbon emissions could be reduced annually with the introduction of this software across TUI Aviation.

In order to develop and trial innovative approaches to further reduce, reuse or replace single-use plastic in Thailand, colleagues from TUI Destination Experiences and Robinson Club Khao Lak joined the 8th "lab of tomorrow", initiated by the German development agency GIZ. By using the design thinking approach, several inspiring ideas were collected and elaborated during a workshop in Bangkok in September 2019. Some of them are about to be trialed and piloted to check their feasibility before possibly being rolled out.

In order to measure the positive effects of customer communication on water saving while showering, TUI Magic Life Club Fuerteventura has been conducted a study in cooperation with the University of Surrey and the supplier Aguadio. One of the major results is that good customer communication has led to a reduction of the showering time by almost one fifth.



Insights: How Covid-19 is affecting TUI

In this rapidly changing environment the safety and welfare of our guests and employees worldwide remains of paramount importance. Thus TUI Group has decided, in line with government guidelines, to suspend all travel operations in early spring 2020, including package travel, cruises and hotel operations in order to mitigate the effects of the spread of the COVID-19. Financially, beginning of April 2020, TUI AG and KfW signed of the state aid bridging loan for 1.8 billion euros to secure TUI's business.

Therefore, TUI has set up task forces across all our markets and has been in close contact with the relevant authorities and ministries. All TUI companies, including hotel and resorts, cruise companies, airlines, follow predefined and established procedures to prevent infections and have increased their hygiene measures.

The largest repatriation initiative in the company's history, involving more than 200,000 guests has been completed. TUI Airlines across all markets have successfully conducted hundreds of flights end of March and beginning of April 2020 to bring our guests back home.

The health and safety of TUI's employees is of high importance as well. Therefore, also TUI colleagues around the world have been brought back home safely. Working from home and meeting colleagues and partners virtually have also become daily life during these times.

The expertise and first aid training of TUI Airways cabin crew has been utilised across hospitals nationwide as TUI UK supports a new St John Ambulance scheme to help tackle the Coronavirus by relieving pressure on the national health system.

Many colleagues in Germany also have medical knowledge that makes them perfectly qualified to support in hospitals and nursing homes. An internal platform – under the banner #letsTUIthistogether – has been developed to help volunteers to research local organisations and contact the appropriate people to volunteer their services.

During the time of no cruise operations, for instance, TUI Cruises crew members who could not be flown to their home countries due to logistical challenges have remained on board. Here TUI Cruises provides board and lodging. In addition, the time has also been used to maintain the cruise vessels on board so that they appear even more beautiful after the pandemic.



Many TUI hotels donated their food for the good cause to local charities and people in need. For instance, the hotel brand RIU has organised extensive donations for social and medical needs after the closure of its hotels. The hotels on the Canary and Balearic Islands and the Spanish mainland have donated a total of around 22 tonnes of food to various organisations. In addition, 40,000 gloves, 25,000 masks and 5,000 litres of disinfectants and cleaning products were donated.



Security, health & safety

TUI AG's Group Security, Health & Safety (Group SHS) team operates and develops the holistic safety concept for customers and employees, the Company's reputation and its assets. Intensive and continuous dialogue with our subsidiaries and relevant Group departments provides the basis for professional security, health and safety management in line with needs and requirements.

The travel experience can be about relaxing and winding down, or about discovering and exploring something new. However, travel can also entail a wide range of risks. As far as possible, TUI Group's SHS activities aim to minimise these risks for customers and employees wherever they depart from the ordinary profile.

Group SHS takes pro-active and sustainable action to prevent intentional risks to the life and well-being of our customers (such as crime or terror) ('Security'). It continually monitors and analyses safety-critical developments in our destinations and discusses response measures with the markets. Creating security awareness as another core element was reinforced through nine visits to selected destinations (e. g. Mexico, Dominican Republic, Sri Lanka, Tunisia, Egypt, Kenya). Dialogue with hotel managers and representatives of TUI Destination Experiences as well as safety and tourism authorities provides an overall picture of the destination concerned and its challenges for TUI Group as an integrated travel business.

Where our Hotels & Resorts are operated by companies majority-owned by TUI Group, their safety standards are reviewed on an annual basis. In the reporting period, this resulted in the launch of 45 security audits and consultations. The results are presented to local and Group management and are used to deliver continuous improvements. This year, there was an additional focus on expanding our security audits to include non-Group hotels. For the first time, we were the only large tourism group to carry out trial audits in 49 hotels, including hotels in Morocco, Spain and Tunisia. The focus was on consultancy for hotel operators.

TUI Group's goal is to offer all customers a travel experience ensuring maximum safety, even in relation to unintentional risks ('Health & Safety'), for all services booked in the framework of their trips (e. g. flight, transfer to the hotel, hotel stay and excursions). To that end, TUI airlines have established a unified safety management system to meet all relevant regulations across Europe. Where third parties are contracted for aviation services, they have been evaluated by internal TUI experts in the run-up to the contract. For the transfers provided by TUI Destination Experiences, the safety of both the Group's own capacity and any external providers used is subjected to a risk-based assessment. The markets carry out regular risk-based checks of hotels to ensure that they comply with standards. The Group follows up on



any improvement potential identified. The risks associated with excursions offered by TUI Destination Experiences are assessed and reviewed. In FY 2019, Group SHS carried out 6,731 (4,998 audits and 1,733 self assessments).

Group SHS also deals with all topics related to the physical and mental health of Group employees. Apart from ensuring compliance with all applicable occupational health and safety standards, the Occupational Health Team offers a varied 'TUI-fit' package of services with professional support, e. g. at the Hanover site, from sports courses, various forms of health coaching and nutrition counselling to (preventive) medical check-ups and chiropractic therapy. In addition, intensive dialogue with the Group companies serves to analyse TUI Group's structures in pursuit of common processes and shared standards.

TUI operates a Group-wide crisis management system. It was successfully applied, in particular, after the terrorist attacks in Sri Lanka and Hurricane Dorian in the Caribbean. Apart from aggregating data and analysing the local situation, our event management frameworks ascertain how guests and employees are affected and what support they need. 24 / 7 control centres in different source markets form the basis for fast and pertinent responses to critical events. Experienced crisis managers work with communications and insurance management experts across the Group to facilitate a fast,

flexible response. Appropriate reporting and coordination by Group SHS ensure that management is updated on all key incidents and developments and can immediately take decisions if necessary. This is associated with securing or restoring 'business continuity'. To that end, Group SHS is currently drawing up a conceptual approach as a basis for reviewing and continually developing the existing plans.

During COVID-19 pandemic, TUI's crisis management teams in the markets, divisions and at Group level have been working together to help us manage this situation. TUI is well managed and resilient business and experienced in managing crises like this. Our employees in destinations and in source markets are trained in dealing with challenging situations. Our leaders are making positive pragmatic decisions to manage the business, care for our customer and employees.



Respecting Human Rights

TUI Group respects all internationally proclaimed human rights as specified in the International Bill of Human Rights and expects the same of our suppliers and business partners. Modern slavery and its components of forced labour and human trafficking are of particular concern given their egregious nature and increasing prevalence.

Modern Slavery Act Statement [here](#).

In accordance with applicable law, conventions and regulation, TUI is committed to respecting human rights throughout its worldwide operations. We have a number of policies and initiatives in place to monitor, identify, mitigate and prevent human rights impacts in line with the UN Guiding Principles on Business and Human Rights, and will take remedial action where necessary.

In September 2014, TUI signed up to the UN Global Compact, committing the Group to 10 universally accepted principles in the areas of human rights, labour, environment and anticorruption. In 2012, TUI signed the UN World Tourism Organisation's (UNWTO) Global Code of Ethics – further underlining our commitment to respecting human rights.

→ *Progress report can be found on page 47-51*

We have a working group on human rights, drawing on senior management from major departments across our business to help with the continuous process of analysing potential human rights risks. We also sit on the Boards of the Global Sustainable Tourism Council (GSTC) and Travelife, both of which are addressing these issues through sustainability certification standards.

TUI Group has a number of policies and procurement processes in place focused on the prevention of human rights violations and modern slavery.

- The Global Employment Statement applies both to our own employees and to our contractual partners. Its focus is the fair and respectful treatment of employees at all levels and compliance with applicable law and industry standards.
- The updated Employee Code of Conduct, The Integrity Passport, commits us to respect and observe human rights. TUI Group employees are also encouraged to report any wrongdoing to the 'Speak Up' Line.
- The Supplier Code of Conduct sets out the minimum standards we expect from suppliers. The code includes guidance on human rights and labour laws, bribery and corruption, environmental impacts and support for local communities.



We have incorporated environmental and social requirements into contracts for our accommodation suppliers as well as other areas of procurement.

We require our hotel suppliers to implement credible sustainability 3rd party certifications recognised or approved by the Global Sustainable Tourism Council (GSTC). Schemes approved and / or recognized by GSTC mandate the highest standards of human rights, child protection and social welfare in the tourism industry. The number of TUI customers staying in a hotel certified to a GSTC-recognised standard grew to 10.3 million and the number of hotels with certification grew to 1,688.

A key focus is raising awareness of human rights across our business. TUI Destination Experiences colleagues completed child protection training 7,849 times over the past two years and 2,639 colleagues have completed the compulsory modern slavery e-learning module in 2019. Airline crews in the UK and Nordics receive Vulnerable Children & Trafficking Training during their inductions, where they learn about how to spot trafficking and what to do. Other TUI airlines are in the process of rolling out similar training.

TUI Group supports a number of projects and partnerships to protect human rights in our destinations. We raise awareness of modern slavery at TUI hotel partner conferences and support Travelife with

road shows, such as in Kenya, Montenegro and Zanzibar in 2019. TUI Care Foundation supports a number of projects which protect human rights.

In 2019, TUI Group became a founding member of the World Travel and Tourism Council's Human Trafficking Task Force to work closer with the whole tourism sector in preventing human trafficking. TUI Group also joined the Orphanage Tourism Taskforce set up by the international charity Hope and Homes for Children and ABTA – The UK Travel Association, in response to the global issue of orphanage tourism.



Care more



Care more – Update against 2020 commitments

→ Align our employee engagement score with high performers.

In 2019, a full survey was conducted, in contrast to the shorter Pulse survey the year before. With a commitment index of 76, the TUI Group's overall results are at the previous year's level - and thus even 2 points higher than the external global benchmark. The participation rate of 75% also remained stable and is a good indicator that an appreciated feedback culture has been created within the last 5 years. The survey period is followed by a comprehensive follow-up process with results for management and teams. At all levels, "bottom-up and top-down" actions are agreed upon based on the results, which should improve efficiency and commitment across the Group.

→ Create a leadership team reflective of the diverse nature of our business.

With employees from over 120 countries in 180 destinations, diversity is a crucial element of TUI. TUI plays a pioneering role with a 55.2% proportion of women among employees and 35.7% in management. For Germany (TUI AG, TUI Deutschland, TUIfly), specific targets had already been fixed in 2015 as part of a self-commitment mechanism provided for under the German Stock Corporation Act (AktG) and the Act on Limited Liability Companies (GmbHG). As before, and we are well on track to achieve the targets for 2020. More than half of the Group's employees are not older than 40 years. The group of employees over 50 remained constant at 15.8%.

→ Roll out people development opportunities.

With 'Learning@TUI', employees and managers around the world are supported by a large number of learning contents as well as leadership and management programmes: The successive launch of the TUI People 'Learning' module has made a digital learning platform available around the world. It offers employees access to a comprehensive online learning portfolio, combining face-to-face training, virtual training, e-learning, video blogs and many other elements. In addition, a new leadership development program "digital.STEP" was developed. This is a 20-week, interactive, practical blended learning programme aiming to enable executives to drive change and strategy implementation.

→ Our colleagues will be ambassadors of sustainability.

We have active sustainability champion networks in many areas of our business, such as TUI Aviation and our markets (Germany, UK, Belgium and the Netherlands). For the second year in a row we rolled out a campaign to raise awareness of and support for the TUI Care Foundation. For the sixth year in a row colleagues in our Destination Experiences division organised an annual clean up campaign – over 2,000 participants cleaned 62 areas in 19 countries.



Care more

As change-makers, our employees are a crucial factor if we want to be successful as a leading tourism group in a changing market environment. The ongoing transformations in people's everyday work require all of us, including all our managers, to adopt a holistic approach, and TUI offers specific programmes to support them in this endeavour.

Given that well-qualified, committed employees are crucial to our success, HR is a key component and 'care more' a strategic pillar of TUI Group's sustainability strategy. If TUI is to implement digital transformation effectively, our employees must be empowered to change with the times (People Development & Learning). New 'change-makers' must be hired (Talent Acquisition) and measures must be launched to sustain people's engagement at a high level (People Engagement). It is the role of HR – within a triad of leadership, culture and learning – to push this development ahead within TUI by enabling people to play an active part in shaping the change and becoming more digital.

In the period under review, one big step towards digitalising the company was the introduction of web-based Office 365. Around 37,000 employees collect knowledge and can collaborate globally, across borders, anytime and independently of their hardware. Further

employees will follow. In addition to promoting social collaboration technically as a new form of teamwork, the idea is above all on changing people's mindset. Social collaboration has been anchored in the 'newWork@TUI' paper negotiated between TUI and the Group Works Council. It sets out the framework and milestones on the path towards a digital company.

With the aim of strengthening our global networks, the focus in 2019 remained on implementing TUI People as the Group-wide cloud-based HR solution. Since FY 2018, the 'Talent' module has been gradually rolled out in the various TUI companies. The next module, 'TUI People Learning', went live in September 2019. A total of 37,000 employees were on the system at the end of FY 2019. In 2020, three more TUI People modules will successively be added to significantly enhance the efficiency of managers and HR performance through harmonised processes and to offer our employees various new opportunities: 'TUI People Recruiting', a holistic career management system with a new global career site, 'Workforce Analytics', and the 'Reward' module.



People development & learning

GREAT PLACE TO GROW

Great Place to Grow aims to ensure continuous dialogue between employees and managers, create a uniform Group-wide structure for that dialogue and anchor TUI's values more strongly in people's day-to-day work. This process has been implemented since 2019. Approximately 35,000 employees go through the process within the 'Talent' module of TUI People. Further employees will follow in 2020. Its core element is a structured dialogue process between employees and managers to discuss employees' development within their role and their personal performance. In addition, it entails regular dialogue about people's individual performance, professional ambitions and personal development. The process has the goal that employees receive honest feedback about their performance and potential and that the dialogue also focuses on TUI's values 'Trusted, Unique, Inspiring'.

TUI LEARNING

As part of the HR strategy 'Learning@TUI', employees and managers around the world are supported by a large number of learning contents as well as leadership and management programmes: The successive launch of the TUI People 'Learning' module has made a digital learning platform available around the world. It offers employees access to a comprehensive online learning portfolio, combining face-to-face training, virtual training, e-learning, video blogs

and many other elements. Because learning paths can be so different for all our employees, the TUI Academies offer a wide range of resources for further and continuous training. Apart from the Finance, Tech and HR Academies for all employees and the new Marketing Academy, still under construction, we also run the Leadership Academy. Our different national learning and development initiatives have been combined into global programmes, including 'Horizons', 'Perspectives' and 'Global High Performance Leadership'. 2019 furthermore saw the introduction of our strategy implementation programme 'digital.STEP'. This is a 20-week, interactive, practical blended learning programme aiming to enable executives to drive change and strategy implementation.



SUCCESSION PLANNING

In order to ensure TUI's response capability at all times and provide staff for critical business functions and key roles, we regularly engage in succession planning and the evaluation of potential. It covers all TUI Executive Board members, the entire tier of management and defined business critical roles, and it is reviewed every six months. It reflects short-, medium- and long-term trends and is essential to the success of our Company. The status of succession planning is regularly reported to the Supervisory Board.



GLOBAL 360

As a global employer, we foster international careers within TUI and encourage people to use international development opportunities within the organisation. The Global 360 programme was initiated in 2016 in order to build that international career culture within TUI. It also aims to encourage managers to look beyond their own market when recruiting talents. In 2019, 42 employees participated in the project. Since the launch of the project, a total of 150 employees have taken part in international assignments.

TOTAL NUMBER:

Over the past
36 months

150
colleagues
have moved
within the group



Talent acquisition

Recruiting the right external talent is crucial for TUI. The Group has taken the first steps to identify and win these talents. Examples include the use of Google Trends to keyword positions and adjust job titles to increase their relevance to the target group and make them easier to find. The launch of 'Talentwunder' as an AI candidate sourcing platform serves to actively identify suitable applicants. For the first time, TUI also took part in the re:publica trade fair with its own stall concept. One of the key goals was to position TUI as a technology group and employer among the 25,000 participants from the technology, e-commerce and media sectors. For young talents, an IT Graduate programme with international components has been developed and advertised. The recruitment phase will end in November. The first participants will start the programme in spring 2020.

By using video interviews in TUI Destination Experiences, specifically to recruit large volumes, TUI has enhanced accessibility and flexibility for the target group. At a Net Promoter Score of 8.09, the channel met with outstandingly high acceptance among the interview participants. TUI UK achieved a Top 25 rating on the social business network LinkedIn and leveraged that achievement to further expand its scope using flashcards.

RE-TRAINING JUNIOR STAFF AND DIGITALISATION

Another focus for TUI is to recruit and promote junior staff. TUI currently employs 539 apprentices in Germany, with females accounting for 76.3 % of all apprentices. Apprentices make up 5.3 % of the workforce. In 2019, 166 trainees successfully completed their training and around 65 % of them were taken on as permanent employees. TUI is also offering new training programmes to respond to change: For 2020, TUI AG is currently recruiting participants interested in enrolling in the Business Economics BA course, a sandwich programme focusing on Big Data, Artificial Intelligence, Digital Learning and Applied Statistics. TUI likewise offers training in e-commerce, with an emphasis on the new distribution channels that are emerging with digital change.

Training is the subject of a major effort, not only in Germany, but also worldwide. Our international trainee programme helps recruit junior staff for future expert and leadership roles in different Group companies. Currently, 20 employees work for the trainee programme. Since the launch of the programme, 88 % of the participants have been taken on as permanent employees. Moreover, in Northern Region, training has been fundamentally revamped. Training programmes are no longer confined to school leavers but have been opened up to include internal employees in all age brackets wishing to take their development further.



People engagement

NEWWORK@TUI

TUI promotes flexible work and grants digital leeway to employees without expecting permanent availability and responsiveness. The focus is on results rather than people's physical presence at the workplace. This requires a culture of trust, as anchored in our corporate values. Our managers have a particular responsibility in this regard, and they support and develop their teams throughout the transformation process.

The work environment has been redesigned in many areas to offer flexible, attractive workplaces. Besides, it is essential in this context for TUI to carry on developing the IT landscape, as it must reflect the needs and requirements of users. TUI also promotes individual, modern lifestyle management to create flexibility for employees so that they can frame the different stages of their lives appropriately.

To establish 'newWork' firmly in the minds of employees around the world, five interactive, digital roadshows took place in five countries in 2019. Employees and managers already implementing 'newWork' in an exemplary manner engage in interactive dialogue through webcasts.

Details in the 2019 TUI Group Magazine on page 48

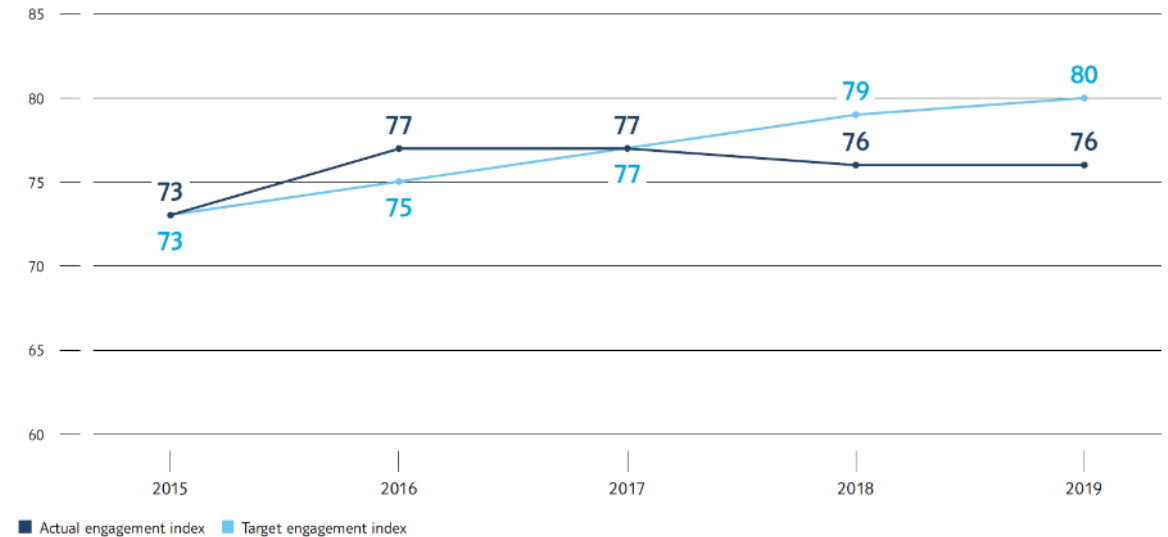


TUIGETHER

To keep enhancing our appeal as an employer, it is important to obtain feedback from our employees. In 2019, a full survey was conducted, in contrast to the shorter Pulse survey the year before. A detailed follow-up process is again in place, using the results for management and teams at all levels so that actions are taken bottom-up and top-down to improve efficiency and engagement throughout the Group. The group-wide action plan – designed to further enhance engagement levels across the TUI Group – focuses on improving emotional engagement and buy into the business transformation and enhancing leadership capability. This has been agreed by the GEC, and is supplemented by remit-specific targeted plans from each GEC member taking account of results for their own Market, Function and Platform as well as local team actions.

The overall results for TUI Group are stable again in 2019. The Engagement Index, which is rooted in the sustainability strategy 'care more' of 76, is two percentage points higher than the external global benchmark but four percentage points below the target index. The response rate also remained stable at 75 % evidence that the survey has established a valuable feedback culture for employees over the last five years. The VIBE (Vision, Inspire, Build Teams, Execute) analysis was again included in the questionnaire to analyse the leadership culture. The VIBE analysis has also improved by two percentage points versus 2018.

Engagement Index (in %)



ONESHARE' – TUI SHARE PROGRAMME

Our employee share programme launched in 2017 offers our employees the opportunity to invest in TUI shares. Two years after the launch of 'oneShare', as many as 20.1 % of all eligible employees from

25 countries participating in the scheme held TUI shares, significantly exceeding the target of 13 % for 2019 and already achieving the 20 % target announced for the next five years. Last year, employees additionally received 'Golden Shares' for the first time. Every participant received twelve additional shares on top of their investment, regardless of the amount invested.

PENSION SCHEMES

Many TUI Group companies offer their employees pension schemes in the form of a defined benefit model or through an occupational providence fund, or else by paying in additional employer contributions to pension insurance. In Germany, collective contracts have been concluded with an insurance undertaking in order to meet the legal entitlement to deferred compensation. This takes advantage of the opportunities under tax and social insurance legislation, particularly in the case of employer-funded occupational pension schemes founded on direct insurance.

EMPLOYEE REPRESENTATIVES

TUI Group has a large number of co-determination bodies at national and international, company and supra-company level. They include local works councils, company works councils and the Group Works Council. Through their statutory rights to participate in decision-making and initiate proposals, they ensure that the interests of employees are represented on all issues or projects of relevance to staff members and that employees' rights are observed, e. g. during restructuring programmes.

The Group Works Council is the top-level body for representing the interests of employees in German companies in accordance with legislation on industrial relations. In FY 2019, it consisted of 27 members from 23 companies. Both the Group Works Council and the local works councils in Germany have made an important contribution to implementing the HR strategy and 'newWork@TUI' by concluding complementary works council agreements.

At a European level, TUI's Europe Forum represents the interests of employees in companies abroad, thereby performing important work in supporting these companies and integrating their employees. In FY 2019, 42 employee representatives from twelve countries were delegated to the Forum.

In 2020, the Markets & Domains Transformation programme will be a key focus of co-determination processes.



Diversity and inclusion

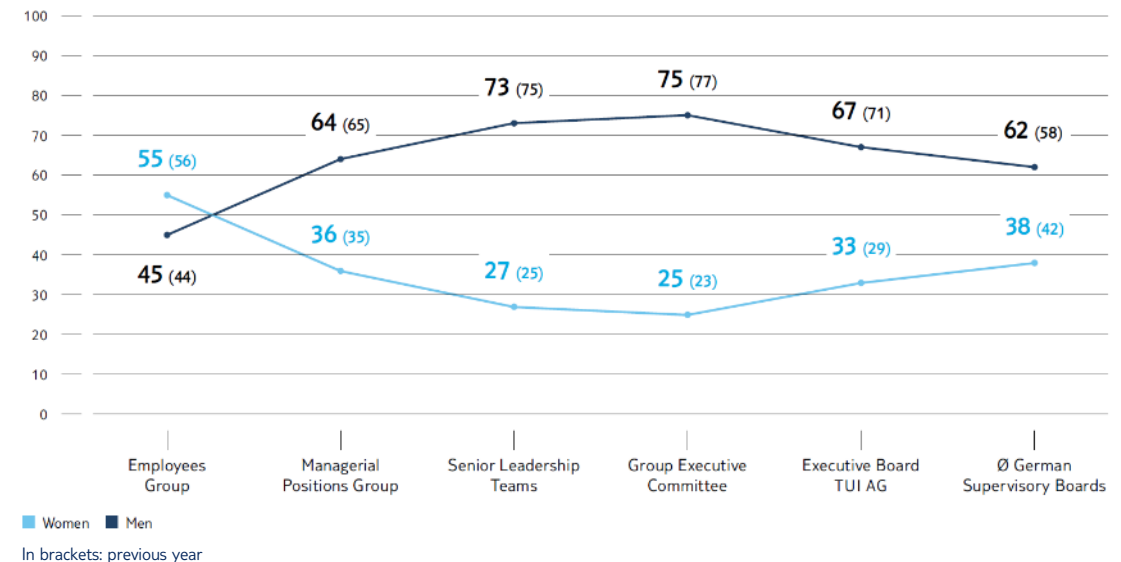
TUI promotes diversity, inclusion and equal opportunities and published the Diversity Purpose in 2019. TUI is also a signatory of the UN Global Compact. We do not accept any discrimination based on national origin or ethnicity, gender, gender identity, sexual orientation, marital status, religion, world view, disability, age or social origin. The TUI Global Employment Statement constitutes another clear commitment. Decisions about hiring, salary, benefits, training opportunities, work assignments, advancement, discipline and termination must be based solely on objective reasons. In order to ensure better measurability of the progress achieved, an extended Diversity Reporting process has been initiated.

As in previous years, one of the main focus areas of our Diversity activities this year was to increase the proportion of women in managerial functions. While the proportion of women in the overall headcount declined slightly by one percentage point, women's share of managerial functions rose from 34.5 % to 35.7 %. The GEC is currently discussing long-term diversity targets up to 2030 for the proportion of women in management, internationality in the TOP 70 and the promotion of an inclusive work culture. The proportion of women on our German supervisory bodies declined slightly but it was up by four percentage points on TUI AG's Executive Board and by two percentage points on the Group Executive Committee.

For Germany (TUI AG, TUI Deutschland, TUIfly), specific targets had already been fixed in FY 2015 as part of a self-commitment mechanism provided for under the German Stock Corporation Act AktG) and the Act on Limited Liability Companies (GmbHG). As before, nearly all targets were achieved in the period under review, and we are well on track to achieve the targets for 2020.

Details in the Declaration in the Corporate Governance Report of the 2019 TUI Group Annual Report (pp. 125-126)

Proportion of Women



Proportion of women in management positions

in %	30 Sep 2019	30 Sep 2018	Target 2020
TUI AG			
Supervisory Board	30	35	30
Executive Board	2 women	2 women	at least 1 women
First management level below Executive Board	24	24	20
Second management level below Executive Board	30	24	30
TUI Deutschland			
Supervisory Board	50	56	30
Executive Board	20	20	25
First management level below Executive Board	29	28	30
Second management level below Executive Board	50	48	40
TUI fly			
Supervisory Board	33	33	30
Executive Board	0	0	20
First management level below Executive Board	13	25	30
Second management level below Executive Board	45	42	40



EMPLOYEE INDICATORS

In the period under review, TUI Group's total headcount grew by 2.8 % to 71,473, primarily due to the expansion of the Holiday Experiences segment.

HOTELS & RESORTS

Due to the continued delivery of the growth strategy in Hotels & Resorts, the headcount rose by 8.2 % to 29,898 employees. Riu Group reported a slight increase in its headcount of 2 % to 12,577, largely driven by an increase in staffing numbers in Tanzania. The number of employees working for Robinson grew by 18.7 % to 4,683 employees due to the launch of new destinations such as the Cape Verde Islands. The other hotels reported a slight decrease in the number of employees to 1,520. The number of employees working for Northern Hotels increased by 13.1 % to 11,118, above all due to growth in Turkey.

CRUISES

The headcount in the Cruises segment grew by 4.3 % year-on-year to 342. The increase was primarily attributable to a build-up in staff numbers working for Marella Cruises and the newbuild projects in the expedition cruise segment of Hapag-Lloyd Cruises.

TUI DESTINATION EXPERIENCES

The Destination Experiences segment reported an increase in its headcount of 12.9 % to 9,565 in the period under review. This was due

to the further expansion of the Destinations Management division of the Hotelbeds Group acquired in 2018 and the acquisition of Musement. At around 55 % each, the headcount growth was particularly strong in America and Asia.

Personnel by segment

	30 Sep 2019	30 Sep 2018	Var. %
Hotels & Resorts	29,898	27,643	+8.2
Cruises*	342	328	+4.3
Destination Experiences	9,565	8,469	+12.9
Holiday Experiences	39,805	36,440	+9.2
Northern Region	11,936	12,513	-4.6
Central Region	10,645	10,638	+0.1
Western Region	6,713	6,595	+1.8
Markets & Airlines	29,294	29,746	-1.5
All other segments	2,374	3,360	-29.3
TUI Group	71,473	69,546	+2.8

*Excludes TUI Cruises (JV) employees. Cruises employees are primarily hired by external crew management

NORTHERN REGION

Northern Region recorded a year-on-year headcount decline of 4.6 % to 11,936. The decrease was mainly driven by the decline in the retail sector in the UK and in the Nordic airline.



CENTRAL REGION

The headcount in Central Region was nearly flat year-on-year at 10,645 as at the balance sheet date. While staff numbers remained constant in Germany and Italy, they declined slightly in Austria and Switzerland. Due to the opening of new shops, staff numbers rose by 12.5 % to 755, in particular in Poland.

WESTERN REGION

The headcount in Western Region grew by 1.8 % year-on-year to 6,713. This was mainly driven by growth in the Dutch airline as well as in Belgium and Morocco. On the other hand, a decrease in staff numbers was recorded in France.

ALL OTHER SEGMENTS

The headcount in 'All other segments' declined by 29.3 % year-on-year to 2,374, mainly due to the divestment of Corsair. Despite an overall decline across the entire segment, the number of employees working for the Corporate Centre rose slightly by 2.8 % to 326. This resulted partly from the build-up of new functions in Finance. The number of employees working for Head Office functions in the UK grew by 44.5% to 432, above all due to organisational changes. The Future Markets segment, a strategic element of TUI's digital growth strategy, recorded an increase in its headcount of 17.5 % to 422. The headcount growth mainly related to Spain. The goal is to tap new customer groups in Spain, Portugal, Brazil, India, China, South East Asia and other countries through our global accommodation-only platform.

OTHER EMPLOYEE INDICATORS

More than half (61.2 %) of the Group's employees are up to 40 years. On a Group-wide level, the proportion of employees aged 50+ remained constant (previous year 15.5 %). In Germany, it rose from around 25 % to around 27 %. Around 70 % of the Group's employees have worked for TUI for up to ten years; in Germany, around 44 % of the workforce fall into that category.

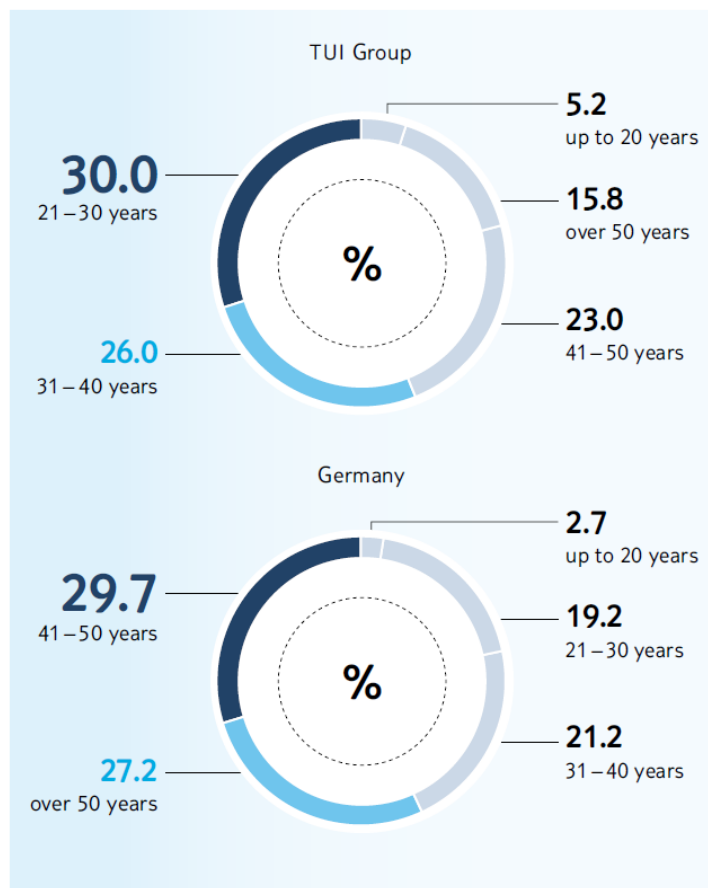
Personell by region*



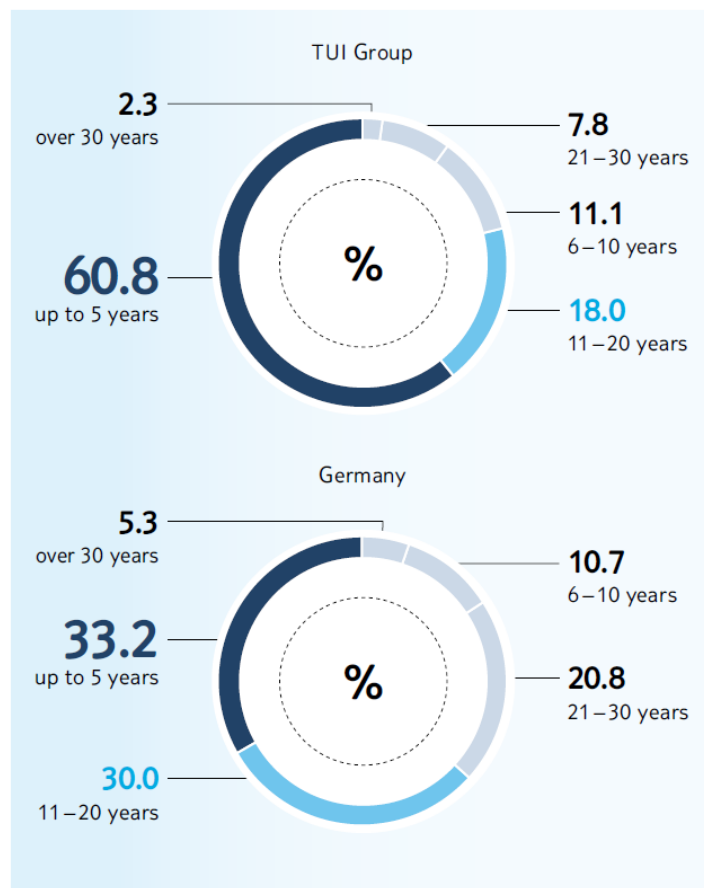
*By domicile of company



Age Structure (30 September 2019, in %)



Seniority (30 September 2019, in %)



Employment structure

	TUI Group		Germany	
%	30 Sep 2019	30 Sep 2018	30 Sep 2019	30 Sep 2018
Number of employees	71,473	69,546	10,419	10,345
Employees, female	55.2	55.7	67.7	68.4
Females in management positions	35.7	34.5	33.4	35.4
Employees in part-time, total	15.5	16.4	39.1	38.8
Employees in part-time, female	24.3	25.6	49.5	49.1
Employees, fixed-term employment contract	27.5	28.4	11.9	12.7

UN Global Compact – Progress Report

PRINCIPLE	RULE / ACTION	OUTCOMES
1 and 2 Support for human rights and prevention of human rights violations	<u>TUI Code of Conduct</u> updated in 2019. Training and worldwide whistleblower system is in place for reporting violations*	The whistleblower system called 'Speak Up' implemented in 2013 was extended to all TUI jurisdictions in 2016. In 2019, 83 reports were received via the 'Speak Up' system and investigated.
	TUI pledges to uphold all internationally proclaimed human rights as specified in the UN Guiding Principles on Business and Human Rights. TUI became a signatory to the UNWTO Global Code of Ethics in 2012. Statement on Modern Slavery published online here .	Modern Slavery / Human Rights working group meets regularly to assess risks, assign tasks and monitor progress of measures.
3 to 6 Freedom of association, abolition, of forced and child labour, elimination of discrimination	Signatories to The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism ("The Code").	In 2016, TUI Joined the Board of The Code, taking the role of Chairperson.

* Details of TUI Group's anti-corruption and anti-bribery measures are presented in the Corporate Governance section on Compliance from page 127 in the [2019 TUI Group Annual Report](#)



PRINCIPLE

3 to 6
Freedom of association, abolition, of forced and child labour, elimination of discrimination

RULE / ACTION

Our hotels and those of our hotel partners are required to align to a GSTC-recognized sustainability certification process, which includes Human Rights components, as part of the contractual relationship (Sustainability Report, pp. 31-32).

Signatory to the German Diversity Charter. Diversity at TUI approach to increase the proportion of women in managerial functions (Annual Report p. 97-98).

OUTCOMES

10.3 million 'Greener and Fairer' holidays in 2019 (holidays in sustainability-certified hotels), up by 12 % versus 2018.

35.7 % women in managerial positions.
38 % of Supervisory Board is female.
55.2 % of the employees at TUI Group are women.
15.5 % of the employees at TUI Group work part-time.
TUI Europe Forum: In 2019, 42 employee representatives from twelve countries were delegated to the Forum.

PRINCIPLE

7
A precautionary
approach to
environmental
challenges

RULE / ACTION

Expansion of cruise environmental reporting to monitor water consumption and waste.

Working on biofuels.

Reduction of single-use plastic across TUI's businesses.

OUTCOMES

11.7 litres of waste produced and 85 litres of fresh water per guest night across TUI's cruise businesses in 2019.

TUI engages in industry initiatives and research programmes such as the Sustainable Aviation Fuel Users Group to help scale up sustainable aviation fuels of the future.

In 2019, TUI continued to eliminate and reduce the use of single-use plastic to achieve TUI's target to remove 250 million pieces of single-use-plastics by 2020.



PRINCIPLE

8
Promote greater environmental responsibility

RULE / ACTION

Showcasing environmental initiatives in TUI Hotels & Resorts

Promotion of environmentally responsible hotels and excursions.

Beach cleaning as part of ‘Make Holidays Greener’ campaign.

OUTCOMES

Investment in technology and renewable energy; food waste reduction, plastic reduction, nature conservation and local products (Sustainability Report, pp. 15-16).

Highlighting sustainably-certified hotels to customers and delivery of more than 1.2 million TUI Collection excursions in 2019.

In 2019, TUI Destinations Experiences and TUI hotels conducted many clean ups in several destinations worldwide.

PRINCIPLE

9

Development
and diffusion of
environmentally
friendly technologies

RULE / ACTION

Modernisation of the aircraft fleet and continual commitment to new technologies and processes.

New cruise ships with industry leading technology.

Use of renewable energy.

OUTCOMES

Due to the grounding of the 737 MAX, TUI has not been able to roll out the fleet renewal as planned.

In 2019 airline intensity emissions improved by 2.1 % and overall have improved by 1.3 % against our 2014 baseline.

TUI Cruises' new build ships' combined exhaust gas treatment systems deliver up to 99 % lower sulphur emissions, 75 % lower nitrogen oxide emissions. Several hotels of TUI Hotels & Resorts use renewable energy, e.g. solar energy at Robinson Apulia, TUI Blue Orquidea or geothermal energy at Riu Bravo.


In 2019, TUI implemented enhanced due diligence tools and processes in procurement to categorise high-risk services and suppliers in relation to modern slavery. Based on this comprehensive risk assessment of those suppliers can be done.

10

Anti corruption

Code of Conduct / Supplier Code addresses ethical, social and legal expectations of business partners. (Annual Report, p. 93 & 128).





For more information about Sustainability at TUI Group, visit: www.tui-sustainability.com

Published by

TUI Group

Karl-Wiechert-Allee 4

30625 Hanover, Germany

sustainability@tui.com

As of April 2020



betterholidays
betterworld