

CASE STUDY: CARLSON'S EFFORTS TO COMBAT TRAFFICKING AND EXPLOITATION OF CHILDREN

BY EVELYN ZEMKE¹

Human rights issues addressed

- Child Sexual Exploitation
- Human Trafficking
- Child Labour
- Complicity
- Sphere of Influence

Human rights management practices addressed

- Getting started
- Strategy
- Policy
- Processes and procedures
- Communications
- Training

Human rights standards, tools, and initiatives addressed

- Universal Declaration on Human Rights
- UN Convention on the Rights of the Child
- Code of Conduct for the Protection of Children against Sexual Exploitation in Travel and Tourism
- Athens Ethical Principles

Abstract

The case study explores Carlson's proactive approach to human rights - in particular its efforts to combat child sexual exploitation in the travel and hospitality industry. Conducting business in a socially responsible manner has always been one of the company's guiding principles during its 73 year history. Over the past decade, Carlson has been particularly involved as an advocate for children's rights focusing its efforts on the most vulnerable and helpless members of society: children in need around the world who are deprived of their most fundamental rights. The case study illustrates the company's initiatives and programs in place to safeguard children's rights, their

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collaborative efforts in the industry, success stories, lessons learned and plans for the future with the goal to motivate other companies to participate in the fight against child exploitation.

1. Company Profile

Carlson is a private, global company in the travel and hospitality industry. The company's history started in 1938 when Curtis L. Carlson borrowed \$55 to implement a new business idea: grocery store trading stamps – one of the earliest customer loyalty programs. These “Gold Bond” stamps, redeemable for merchandise, were issued by store owners to their customers in exchange for their purchasing loyalty. In the 1960's, Curt Carlson acquired several hotels and restaurants in his home town of Minneapolis, Minnesota. The name of the company was changed from The Gold Bond Stamp Company to Carlson Companies Inc. in 1973 to reflect a growing portfolio of marketing, hotel and restaurant services. Today, known simply as Carlson, the company includes such established brands as Radisson®, Country Inn & Suites By CarlsonSM, Park Inn by Radisson®, Park Plaza®, and T.G.I. Friday's® and Carlson Wagonlit Travel®, the global leader in business travel management, of which Carlson owns the majority stake. Carlson's travel agency, hotels and restaurants service customers in 150 countries. About 170,000 employees around the world share the corporate spirit conveyed in The Carlson Credo: *whatever you do, do with integrity; wherever you go, go as a leader; whomever you serve, serve with caring; whenever you dream, dream with your all; and never, ever, give up.*²³

2. Case Story

a) Key Players

Carlson's efforts in the field of child protection affect all stakeholders: customers, employees, suppliers, NGO's and most importantly the societies in which the company operates. These groups contribute by collaborating and funding initiatives, raising awareness and by observing corporate policies. Within the company's management, three individuals stand out for providing leadership and motivation to the team of dedicated people working for a common goal.

Marilyn Carlson Nelson, Chairman and former CEO of Carlson. Under her leadership, the company was the first U.S. based, global travel and hospitality company to sign the industry's international code of conduct for the protection of children.⁴

“Simply put, we committed ourselves to be a global army of eyes and ears, which is one of the very best weapons that we have to combat this injustice forced upon children.” Marilyn Carlson Nelson, Chairman

Hubert Joly, President and CEO of Carlson. In 2010 Hubert Joly signed the United Nations Global Compact on behalf of the company further demonstrating Carlson's commitment to human rights.⁵

² Carlson. "Company History." *Carlson.com*. Web. 20 Nov. 2010. <<http://www.carlson.com/our-company/history.php>>.

³ Curtis L. Carlson Family Foundation. "Carlson Credo." Web. 20 Nov. 2010. <<http://www.clefamilyfoundation.com/Credo.html>>.

⁴ <http://www.carlson.com/our-company/board-of-directors.php>

⁵ <http://www.carlson.com/our-company/board-of-directors.php>

"Signing the Global Compact is our company's next, logical step in helping to address complex issues facing the world," Joly said. "It builds on our rich legacy as an organization that seeks to conduct its business in a socially responsible and caring fashion." Hubert Joly, President and CEO

Barbara Carlson Gage, President of the Curtis L. Carlson Family Foundation. Barbara oversees the foundation's involvement in the protection of children's rights. The foundation is well aligned with the corporation's strategic objectives providing another significant platform for engagement in this issue.

b) The Company's Motivation

As international tourism rises rapidly, the commercial sexual exploitation of children is a growing problem that affects both tourism destinations and the travelers' home countries. According to UNICEF, approximately two million children are victims of prostitution and pornography.⁶ And indeed it is happening in the hospitality industry.

The World Tourism Organization (UNWTO) and its partners launched a campaign in 2008 to stress the moral obligation of the travel industry as well as travelers around the world to combat child labor, sexual exploitation and trafficking of children.⁷

Additionally, sex tourism poses a significant risk to the attractiveness of tourism destinations. UNICEF defines sex tourism as "trips organized from within the tourism sector, or from outside this sector but using its structures and networks, with the primary purpose of effecting a commercial sexual relationship by the tourist with residents at the destination".⁸ Developing countries are among the most affected and the majority of the demand originates in high-income countries such as the United States.⁹

Carlson supports The Universal Declaration of Human Rights of the United Nations recognizing the company's important role in supporting and respecting human rights; and that many of their business activities can offer opportunities to support human rights while also advancing a successful business.

"We believe we have a broader capability and social responsibility to promote and enhance human rights. We do this through our core business activities, philanthropy, advocacy, partnerships and collaboration. Making certain our operating practices are consistent with applicable laws in the country of operation is one way we ensure our business does not infringe on human rights. Furthermore, our key corporate policies within Carlson's Code of Business Ethics are also supporting human rights." Beathe-Jeanette Lunde, Executive Vice President People Development, Responsible Business and Safety & Security.

⁶ "UNICEF - Child protection from violence, exploitation and abuse - All children deserve protection from exploitation and abuse." UNICEF - UNICEF Home. N.p., n.d. Web. 21 Apr. 2011.

⁷ Terracurve. "Help Stop Child Exploitation in the Travel Industry." *Terracurve The Guide to Responsible Travel*. 10 Nov. 2008. Web. 20 Nov. 2010. <<http://www.terracurve.com/2008/11/10/help-stop-child-exploitation-in-the-travel-industry/>>.

⁸ Neal, Kerry L. *Preventing Child Sex Tourism: Legal Responses and Private Sector/Community Partnerships*. Rep. UNICEF. Web. 20 Nov. 2010. <<http://www.unicef-irc.org/files/documents/d-3596-Preliminary-results-of-th.pdf>>.

⁹ "Code of Conduct (CC) - We protect children from sex tourism." Code of Conduct (CC) - We protect children from sex tourism, Web. 21 Apr. 2011. <<http://www.thecode.org>>.

The countries in which Carlson operates include environments with wide-spread corruption and complex human rights challenges. Key human rights issues for the industry include fair wages, women's rights, the capacity to join trade unions and collective bargaining. Carlson does not in any way participate in or condone practices that breach international conventions covering these issues. On the contrary, Carlson feels that their presence can be a positive influence. Carlson team members work to protect human rights related issues hands-on, strengthening local communities by running a responsible operation. Child or forced labor is not accepted and this is ensured through training, local hiring policies and careful monitoring. Additionally, management pays close attention to and trains employees to be aware of the risk of child sexual exploitation. According to Marilyn Carlson Nelson, the growing evidence of child trafficking and child exploitation makes it hard to deny the moral obligation to be responsive and actively combat it.

"Keeping in mind that children are being trafficked and exploited every day not only in far away countries but also in the heart of all U.S. cities, Carlson decided to give a voice to those who have no voice. The truth is that everyone's child is endangered by this issue as they will share the world with those who have been exploited." Marilyn Carlson Nelson, Chairman

c) Implementation and Impact of Carlson's Child Protection Strategy

World Childhood Foundation

Carlson's work with child protection began with a "royal" invitation. In 1999 Her Majesty Queen Silvia of Sweden invited Carlson and a few other corporate partners to join with her in establishing The World Childhood Foundation with the common goal to protect and defend children in need around the world. The mission of the World Childhood Foundation is to defend the rights of children to a secure childhood and to improve living conditions for children around the world. The guiding principle for the Foundation is the UN Convention on the Rights of the Child.

Today the foundation supports more than 115 projects in 16 countries with the main focus on preventing sexual abuse of children, especially girls and young women, who tend to be at greater risk for becoming victims. Their working model focuses on prevention to reduce the risk of future abuse, intervention to stop ongoing abuse and education to promote a life free from abuse.

Through the World Childhood Foundation, the Curtis L. Carlson Family Foundation supports projects that assist sexually exploited and trafficked youth around the world and in their corporate headquarters community. One example is Youth Link, a program in Minneapolis that has been supported by the Carlson Family Foundation since 2003. Youth Link reaches out to children and teenagers who are involved in prostitution and helps them to exit the sex industry. The project provides assistance to young people at risk and promotes public awareness of teen prostitution.¹⁰¹¹

"When the Carlson Family Foundation became a co-founder of the World Childhood Foundation, we actively sought local partners who shared our vision for helping vulnerable and exploited children, as this is a local issue as much as it is a global issue." Barbara Carlson Gage, President - Curtis L. Carlson Family Foundation.

¹⁰ Carlson Gage, Barbara. "President's Message." CURTIS L. CARLSON FAMILY FOUNDATION. Web. 20 Nov. 2010. <<http://www.clcfamilyfoundation.com/PresMsg.html>>.

¹¹ "Childhood." Web. 20 Nov. 2010. <<http://www.childhood.org/eng/>>.

The Code

In 2004, then Carlson CEO Marilyn Carlson Nelson, further advanced the company's commitment to protect children when she signed the universal travel industry's "Code of Conduct for the Protection of Children against Sexual Exploitation in Travel and Tourism" (The Code).

The Code is designed to combat commercial sexual exploitation of children around the world and was launched by UNICEF, the World Tourism Organization and the international advocacy group ECPAT (End Child Prostitution, Child Pornography and Trafficking). For signatories of the Code, the protection of minors from becoming victims of sexual exploitation is a moral imperative. Currently, The Code is implemented in over 23 countries and affects over 30 million tourists per year. Consequently, the chances of identifying criminal activity and arresting traffickers and sex tourists around the world have increased considerably.¹²

The decision to become the first global travel and hotel company based in the U.S. to sign The Code did not come easily. There were internal discussions on whether associating the Carlson name with such a sensitive topic could somehow create bad will towards the company. In the end, it was decided it was more important to leverage whatever ability the company had to impact this issue. Marilyn Carlson Nelson signed The Code at UNICEF's headquarters in New York. The feedback from customers has been just the opposite of what was feared. Carlson has been applauded by multiple stakeholder groups for taking this stand. In 2010, Marilyn Carlson Nelson was recognized for by "End Human Trafficking Now" and U.N. Gift with the "Business Leader" award for her leadership in this global effort.

By signing The Code, Carlson committed itself to the following:

- Establish a clear policy regarding commercial sexual exploitation of children.
- Provide training to employees.
- Integrate a clause stating the common non-acceptance of child exploitation in supplier contracts.
- Provide information to customers and "key persons" at the destinations
- Report progress annually.¹³

As part of their commitment to signing The Code, Carlson implemented a legally binding clause in their contracts with suppliers stating the common repudiation of commercial sexual exploitation of children.¹⁴ Additionally, all suppliers are expected to be in conformity with the Carlson Supplier Code of Conduct which was designed to fulfil the UN Global Compact principles.¹⁵

No business activity will be conducted with a company that is known to participate in any way in the sexual exploitation of children.

Carlson bans movies that involve sexual exploitation of children from their hotels. The use of all company equipment for the viewing, storage, distribution, promotion or other use of materials

¹² "For a Socially Responsible Tourism Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism, Overview and Implementation Examples." Thecode.org. Web. 9 Dec. 2010.

¹³ "The Six Criteria." Web. 20 Nov. 2010. <<http://www.thecode.org/>>.

¹⁴ Carlson. *Carlson Supplier Contract, Article 21*. Print.

¹⁵ Carlson. "Responsible Business - Suppliers." *Corporate Website*. Web. 20 Nov. 2010. <<http://www.carlson.com/responsible-business/suppliers.php>>.

which sexually exploit children is clearly prohibited. Carlson employees who are involved in sexual exploitation of children in any way face severe consequences, including immediate termination and referral of the incident to local police.¹⁶

U.S. Department of State Program: Combating Trafficking in Persons

Carlson has availed itself of another opportunity to energize leadership around the world in the movement to combat the sexual exploitation of children. The U.S. State Department's International Visitor Leadership Program (IVLP), is designed for current or emerging leaders in politics, media, government, arts and education. The IVLP aims to foster understanding between the U.S. and other countries through short term visits that reflect the international visitors' professional interests. Another objective of the program is to support U.S. foreign policy goals. Alumni of the program include current and former Heads of Governments of 40 countries in the Western Hemisphere, Europe, the Near East, Africa, East Asia and the Pacific and South and Central Asia. The programs are carefully designed with different thematic focuses to reflect the participants' interests.¹⁷

The Minnesota International Center (MIC) assists IVLP by arranging the schedule for those participants visiting Minnesota.¹⁸ Carlson partners with MIC to host visitors interested in the topic of human trafficking. The company uses this opportunity to raise awareness of the problem with these potential future world leaders and share practical examples of what a company in the travel and hospitality industry can do and how they can partner with other companies, government and non-profits to protect children around the world from becoming victims.¹⁹

Living and Leading Responsible Business Training

In line with The Code's requirement to provide training to employees, Carlson developed a child protection training program that has evolved since its inception in 2005. When first implemented, the training was managed by a group of committed employees from various departments; however, because the training was not owned by a particular department it was difficult to manage over the years as those employees changed roles or left the company. In 2010, a comprehensive Responsible Business training program was created and implemented by the Responsible Business department. Child trafficking and exploitation is an integral module within the training. This training, called "Living and Leading Responsible Business", was designed as part of Carlson's overall Responsible Business strategy to provide employees around the world with a better understanding of how they can positively impact people, communities and the environment. The training is linked to the hotels' individual Responsible Business programs to facilitate understanding and implementation of the training's goals for the employees.

The training consists of two modules:

¹⁶Carlson's Policy Regarding Rights of Children Against Sexual Exploitation. Policy. Print.

¹⁷ "International Visitor Leadership Program." *Bureau of Educational and Cultural Affairs/US Department of State*. Web. 20 Nov. 2010. <<http://exchanges.state.gov/ivlp/ivlp.html>>.

¹⁸ Minnesota International Center. "International Visitor Leadership Program (IVLP)." Web. 20 Nov. 2010. <http://www.micglobe.org/program_ivlp/index.php>.

¹⁹ WORLD LEARNING VISITOR EXCHANGE PROGRAM. "Proposal." Letter to United States Department of State. 09 Aug. 2010. MS.

- “Living Responsible Business” is a 3,5 hour comprehensive training session that is mandatory for all employees. It covers social and ethical topics affecting people, communities and the environment.
- “Leading Responsible Business” is a companion training session for managers and department heads that lasts an additional 1,5 hours.

Child Protection training is found in the “Living Responsible Business” module and lasts about 30 minutes. Specifically, it consists of the following:

- A 10 minute film clip from “Not My Life”, a documentary by Robert Bilheimer about child trafficking and exploitation that was partially funded by the Carlson Family Foundation.
- Discussion about the film and an overview of child trafficking with corresponding statistics.
- A video featuring various scenarios that could arise in a hotel to help employees identify suspicious activity involving children.
- Discussion about how employees can observe, identify and properly report any suspicious activity to managers.
- A video of Marilyn Carlson Nelson providing the rationale for Carlson’s initiatives in the area of child protection and human rights and thanking employees for their engagement in this issue.



To supplement the training program, Carlson designed back-of-the-house posters for hotels to raise awareness, help employees identify critical situations and encourage them to report any suspicious activity. For example, one poster shows a young girl wearing excessive make up and is titled “Thirteen is too young for this”. At the bottom of the poster is a space for each property to write in the name of the person employees should report to as it is likely to be different from property to property.

Carlson carefully organized the roll-out of the training sessions to ensure optimal implementation in a timely manner. Master Trainers train Hotel Trainers in their geographic proximity. After successful completion of the training, these newly certified Hotel Trainers will train employees in their hotels. More than 650 Hotel Trainers have attended the Living and Leading Responsible Business Train the

Trainer courses since the roll-out in 2010. Additionally, at the Carlson World Headquarters in Minneapolis, 455 corporate employees have been trained in Living Responsible Business. Both the Hotel Train the Trainer and the corporate employee training courses are now available quarterly through the Business School @ Carlson.

"Our employees have expressed to us how grateful they are that we have made them aware of this issue. They very much take to heart that their action could make a difference in the life of a child." Brenda Schultz, Director Responsible Business

Challenges occur in the tracking of hotel employee training, especially in franchised hotels. One way Carlson combats this is with the "30-day Challenge". Hotel Trainers are challenged to hold at least one training session within 30 days of becoming a Hotel Trainer. They are asked to send in a copy of their sign-in sheet in order to receive their official Responsible Business Certification and this is tracked within the Carlson Learning Network database. The monitoring of Responsible Business training compliance is currently being incorporated into each hotel's official annual brand compliance audit.²⁰²¹²²

In 2009, Carlson's efforts to increase employee awareness proved to be successful when a hotel manager in Belize noticed suspicious activity in a hotel. He reported the incident to local authorities as well as the U.S. State Department. The suspect was apprehended, extradited to the U.S. and later imprisoned for child trafficking.²³²⁴

"Carlson has set the standard with its efforts to raise awareness of child sex trafficking and child sex tourism." Luis CdeBaca, Ambassador-at-Large to Monitor and Combat Trafficking in Persons – U.S. State Department

Travel Advisories to Protect the World's Children

In 2011, Carlson Wagonlit Travel began issuing advisories on their electronic tickets issued in the U.S. to select destinations where there is a reported prevalence of child sex tourism.

The advisory is intended to educate travelers so they can help prevent this type of child exploitation. The advisory states, "UNICEF reports that trafficking in children for purposes of sexual exploitation is a global problem. The U.S. State Department advises its citizens that engaging in sexual conduct with minors outside the U.S. is a crime and punishable upon return to the United States. Travelers can help by reporting suspicious activity to the National Human Trafficking Hotline: 1-888-373-7888. When calling from outside the U.S.: 1-202-507-7966. Carlson Wagonlit Travel supports the protection of the world's children."

Some of the destination countries included in these advisories are Brazil, Costa Rica, Cambodia, Philippines, Mexico, Thailand and Vietnam where studies indicate child sex tourism is a serious issue.

²⁰ Lunde, Beathe-Jeanette. "Required Responsible Business Training Reminder." Letter to General Managers, Radisson Hotels, The Americas. 16 Sept. 2010. MS.

²¹ *Manager's Guide ECPAT Training CD*. Carlson's Training Materials.

²² *Training Films Living Responsible Business*. Carlson's Training Materials.

²³ Carlson Companies. *Fact Sheet Trafficking*. Topic Brief. Print.

²⁴ Carlson. *Carlson Anti-Trafficking in Children Overview*. Doc.

Cross-Sector Collaboration

Eliminating child trafficking is a long, complex process that can only be fully realized by constructive partnering with businesses, governments, international organizations, local authorities and communities, as well as customers. Carlson continuously seeks to extend its cross-sector collaboration by sharing Carlson's story at conferences on human trafficking, encouraging greater industry participation in this issue, partnering with NGOs as well as advocating before Congress for anti-trafficking legislation.

In 2006 in Greece, Carlson along with prominent private sector, government and NGO leaders became a signatory to the "Athens Ethical Principles" which called for the adoption of a set of principles against human trafficking and launched the "End Human Trafficking Now" campaign to facilitate implementation of the principles by businesses.

In 2009 in the U.S., Carlson co-founded the Business Coalition Against Human Trafficking, a gathering of global corporations that have joined together to raise awareness of the issue among their employees, assist other companies in their evaluation and implementation of anti-trafficking policies and advocate for legislation to prevent modern slavery.

In 2010 in Egypt, Carlson signed the "Luxor Implementation Guidelines to the Athens Ethical Principles" which outline specific actions businesses can undertake to institutionalize the "Athens Principles."

3. Analysis

The following analysis will highlight the factors that enabled Carlson to successfully implement their child protection strategy, lessons learned as well as existing challenges and the company's plan to overcome these.

a) Enabling Factors

The Carlson culture – Carlson has long been known for the entrepreneurial spirit Curtis Carlson built the company upon. As the credo says "wherever you go, go as a leader"; and Carlson has approached its fight to end child trafficking with those words in mind. The company culture has empowered Carlson to step forward as a leader when others feared to do so.

Private, family-owned company – A privately held company since 1938 has allowed Carlson to make decisions a public company might have difficulty making particularly when it requires taking a leadership position within its industry on a challenging issue. Further, Carlson as a family owned business has always placed an emphasis on "the next generation." This is one of the reasons that its family foundation has identified children at risk as one of its primary focus areas.

Genuine support – Since joining the fight to end child sexual exploitation and trafficking, Marilyn Carlson Nelson and the Carlson Family Foundation have not wavered in their commitment; donating time and funding to further the cause. This genuine support is seen and felt by employees and the public; and has proven to be a driving force in mobilizing others to do what they can to progress the cause.

Global presence – Although being a global company presents challenges to implementing processes and policies, it is also an enabling factor which affords Carlson the opportunity to reach communities all around the world with the message of ending child trafficking. For example, more than 1,000 Carlson hotels worldwide are able to touch millions of guests to raise awareness and donations in support of the cause.

b) Lessons Learned

Carlson is proud of the steps it has taken in the fight against child sexual exploitation and trafficking; however, the company acknowledges that those efforts may have moved forward more quickly were it able to devote more dedicated resources towards the implementation of initiatives such as employee awareness training.

Additionally, it was evident early in its training program, that while Carlson could instruct its employees to “say something if they saw something,” the company ultimately must rely on well-staffed and responsive NGOs and governments to field these “tips” and respond appropriately to close the loop in these prevention efforts.

c) Existing Challenges

Successful implementation of anti-trafficking policies and initiatives depends heavily on cross-sector collaboration, employee commitment, the support of social services and effective communication with all stakeholders. Child protection is a complex process and even more difficult in countries lacking a cooperative legal system or government support. It takes courageous leaders to raise awareness and support for the cause.

The two major challenges Carlson is facing regarding their child protection efforts can be summarized as the following:

- Motivating more companies in the industry to get actively involved and collaborate more closely *and*
- Coordinating activities among the different countries Carlson operates in more effectively.

While many companies in the travel and hospitality industry oppose human trafficking and child exploitation, only a few are showing considerable efforts to fight the problem.

One reason for this phenomenon is that it takes a great amount of courage for a company to publicly associate their name with a topic as appalling as child trafficking and sex tourism. Some companies concerned that association with the topic may damage their reputation have chosen to disregard the problem rather than acknowledge that their hotels or personnel could unwittingly be involved in this illicit activity. Some have preventative measures in place, but prefer not to raise the issue publicly. Undoubtedly, a common, holistic approach and closer collaboration among all players in the industry would hasten the fight against child sex tourism.

“We look forward to the day when engagement by the travel industry in anti-trafficking activities is not considered to be a “corporate social responsibility initiative” but rather a normal business practice.” Deborah Cundy, Vice President - Office of the Chairman.

Secondly, Carlson is a truly global company. With operations spanning over 150 countries, the company faces cultural, legal and language obstacles in the implementation of a comprehensive and integrated approach to its child protection strategy and human rights policies. It is a tremendous organizational challenge to bring all entities closer together in their efforts to reach the corporate goal of eliminating child exploitation.

d) Assessment of the Impact

Although it is difficult to measure the impact Carlson has made towards ending the sexual exploitation of children, it is clear that the awareness around the subject is growing within the company and in the world at large. Many Carlson employees have been moved to action as a result of the child protection training, sharing stories of volunteering at shelters for victims of child sexual exploitation to donating meeting space to charities dedicated to ending human trafficking. Most encouraging, several major travel and hospitality brands have reached out to Carlson for advice prior to signing The Code.

4. Plans for the Future

To overcome the challenges and to fight for children's rights around the world even more effectively, Carlson's plans for the future are guided by three strategic key elements: *integration*, *collaboration and advocacy*.

Integration: In the past, the implementation of Carlson's anti child exploitation strategy has been focused mainly on the Americas. The company pursues the goal of expanding their efforts, bringing Carlson team members around the world closer together in the fight for the common goal. For the expansion of the "Living and Leading Responsible Business" training program, Master Trainers for Asia were trained, and the first Asia Pacific "Train the Trainer" session took place in Australia in January 2011. Other countries are expected to follow soon.²⁵ Rezidor, of which Carlson became majority shareholder of in 2010, has been training Responsible Business since 2008. In 2011, Rezidor added the child protection module into the current training and implemented a separate child protection module for those employees already taking the broader Responsible Business training.

Collaboration: Carlson plans to continue and expand its collaboration with governments, national and international organizations as well as other hospitality and travel companies. It will continue to work with businesses across industries to leverage their resources and voices. In the company headquarters' state of Minnesota, the Carlson Family Foundation is providing financial support a local initiative called to "A Future Not a Past." This template for coordinated local market actions has proven to be highly successful in other markets.

Advocacy: In order to combat child exploitation in the travel and hospitality sector more effectively, Carlson goes beyond dedicating time, financial resources and knowledge. The company is committed to serving as an advocate in the industry for children's rights. Motivating other companies in the industry to follow their example is an essential part of its strategy - especially in the U.S., where companies tend to be less aware of the fact that child trafficking and sex tourism is not just specific to developing countries.

²⁵ Brenda Schultz, Director, Responsible Business. "Case Study Questions." Telephone interview. 7 Oct. 2010.

Carlson has a policy of sharing its knowledge as well as its Child Protection training model with other companies to assist them in protecting and defending children around the world.

The hope is that more companies will accept this offer, recognize the urgent need for action and find the courage and persistence to participate in the global fight against child slavery and sexual exploitation.