

Launching your Career Company Project



**HOTELSCHOOL
THE HAGUE**
Hospitality Business School

Ethically Driven Hospitality: No Room for Sex Trafficking

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HOTEL



The time is always right to do what is right.

- Martin Luther King

Preface

The graduation course at Hotelschool the Hague, "Launching your Career" (LYCar), is a challenging, yet most rewarding journey, and the final step towards obtaining a bachelor's degree in Hospitality Management & Business Administration. This report is the fruit of a 28-week long labour during which I performed in-depth research on the topic of sex trafficking in hospitality, following the Design Based Research cycle.

The overarching theme and point of departure for my research was the United Nations Global Compact, the world's largest corporate sustainability initiative. With that as a backdrop, I decided to focus my study on human trafficking with the purpose of sexual exploitation in the hotel industry. This topic is meaningful to me as I was inspired to conduct further research from my brief collaboration with the Dutch National Rapporteur on Trafficking in Human Beings and Sexual Violence against Children. They define the hotel industry as a place of victimisation and identification, with an emphasis on the latter. Therefore, I saw a chance to contribute to the general knowledge on the subject and perhaps shed a new light and inspire action.

My research culminated in the dissemination of knowledge to relevant stakeholders. I had the opportunity to conduct eight workshops and share my main findings with more than 100 students at Hotelschool The Hague - the future leaders in hospitality. The impact of my research was to raise awareness, provide insights, and offer solutions from a hospitality perspective.

I am proud to present this final project for Hotelschool The Hague.

I wish you pleasant reading and I hope to impact you the way this topic has impacted me.

Kind regards,

Kalina Borisova



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Over the course of this journey, I have been fortunate to receive support and encouragement from the people I value and respect. Therefore, I wish to express my gratitude to those who contributed to my success and made this project possible.

First, I would like to thank my research commissioner - Ms van Geuns, for providing me with a vehicle through which I could carry out this research and contribute to the field of ethics in hospitality. This research was challenging but meaningful to me. I am grateful for the support and guidance I have received while conducting my study and performing my dissemination with her students. This experience was greatly rewarding and invigorating. Thank you!

Second, I would like to express my sincere gratitude to my research coach - Ms Huynh, who was a constant positive throughout this journey with her upbeat attitude and valuable feedback. I am grateful for the opportunity to learn from her and grow in the process. I believe my LYCar journey was greatly enriched by her expertise and guidance. Thank you!

Third, I would like to thank the dedicated lecturers at Hotelschool The Hague who helped me at various stages of my journey. Mr Gallicano, firstly for helping me define my study subject better and design my survey, and secondly for always being willing to provide support and writing a wonderful letter of recommendation for me. Mr Chia, for spending hours in research consultation with me and going the extra mile to help me with my data analysis. The LYCar Core Team, for being the steppingstone in my LYCar journey and for continuing to support me throughout it. Thank you!

Last but not least, I would like to thank my family and loved ones. My family, for supporting me and celebrating my achievements these past four years. My fiancé, for being my cheerleader, proofreading my research, listening to my endless monologues about it, and being involved every step of the way. Thank you!



Executive Summary

One of the final products in the graduation course "Launching your Career" at Hotelschool The Hague is the delivery of a Company Project – a comprehensive thesis on a research topic. This project is a study that utilised the steps of the Design Based Research (DBR) cycle in which the research problem is defined and analysed, a possible solution is created, which is subsequently implemented and evaluated. The knowledge obtained in this study is also disseminated to key stakeholders and the entire academic process is reflected upon.

The point of departure for this study is the United Nations Global Compact – the world's largest corporate sustainability initiative. From there, focus is drawn on the social sustainability principle within the Global Compact, which deals with human rights in a corporate context. This concept is central for the undertaken research and, in order to focus the study, the issue of **human trafficking with the purpose of sexual exploitation** is employed as a focal point.

Preliminary research, accompanied by a review of empirical and generic literature, highlights the **hotel industry's vulnerability to sex trafficking** and the need for action-oriented interventions. Sex trafficking occurs in every type of hotel – from budget to luxury, and the growing franchise business model creates a blind spot in the adequate oversight of the issue across international chain properties. Meanwhile, front-line staff are in a unique position where the timely recognition and reporting of sex trafficking incidents could make a significant impact. Therefore, on account of research feasibility and the author's access to a research sample, the subject of this study is Front of House (FOH) staff (front desk agents, supervisors and managers, concierge, bellmen, valet) in multinational hotel chains. The framework used in this research delves on the impact of four situational factors (**Authority, Work Roles, Organisational Culture, and National Context**) on the decision of FOH staff to report sex trafficking in multinational hotel chains. As a result, the following Main Research Question (MRQ) was formulated:

What effects do context-related factors have on the decision of Front of the House employees in multinational hotel chains to report sex trafficking?

To answer the MRQ, a **quantitative research approach** was undertaken by means of an online survey. The survey was shared with the target population through social media, and it yielded 103 relevant responses. It contained predominantly Likert-type questions, which aimed to determine the most influential aspects when it comes to recognising and reporting potential cases of sex trafficking by FOH staff in multinational hotel chains. The results of an ordinal regression analysis show that **Organisational Culture** is the most important factor that influences the decision to report suspicion of sex trafficking. Also, elements of **Authority** showed statistically significant results, which were included in the consideration of a possible solution. Additional descriptive analysis was performed to highlight the respondents' encounters with cases of sex trafficking, their knowledge and training on the company's Ethical Code of Conduct, their specific job role, and their country of work. The study results show that 1/5 FOH employees



have personally encountered cases of sex trafficking in their workplace, while 1/3 know someone else in the organisation with such an encounter. The analysis shows that 65% of the respondents knew the company policy regarding sex trafficking, while, interestingly, 62% did not receive training on said policy. The majority of respondents had work experience at the Reception of hotels, while 35.5% worked in luxury properties. The sample represented 26 countries (most were from the USA, Germany, Netherlands, UK, France) from five continents.

Based on the study's results, literature review, and best industry practices, the factors which most significantly affect reporting of sex trafficking are **Authority**, **Organisational Culture**, and the implementation of an Ethical Code of Conduct. Therefore, a **framework for an ethically driven organisational practice** is constructed. The solution aims to promote ethical role-modelling through training and policy compliance, communication and trust, empowerment, and a sense of accountability. To ensure an ethical culture, ethical role-modelling should be innate not only to management, but within peer-to-peer interactions on an operational level as well. Consequently, an organisational practice that is action-oriented and falls into strict ethical boundaries is created. The framework offers general guidelines and can be tailored to any organisation and/or department, as well as related to other corporate ethical predicaments, making it widely applicable. Therefore, the solution fulfils the criteria of social acceptability, economic interest, and technical feasibility, due to the relevance of the defined problem, the need for timely and adequate response, and its generalisability.

The solution is further implemented and evaluated in two ways: 1) a hypothetical implementation and evaluation for the FOH department of a multinational hotel chain, and 2) a demonstrated implementation and evaluation for the research client - Ms van Geuns, through knowledge dissemination with primary stakeholders. First, the hypothetical proposal designed for multinational hotel chains is based on implementing the solution framework with considerations for stakeholders involved, resources needed, and timeline application. The hypothetical implementation could be evaluated using an after-action review of the solution's application and primary KPI - number of reported sex trafficking cases by FOH staff. Second, the implementation for the research client was demonstrated through **eight ethics workshops with more than 100 Phase 1 students at Hotelschool The Hague**. The purpose of the workshops was to raise awareness about an important issue in hospitality and present tools and solutions for effectively tackling sex trafficking in the industry. The evaluation of the workshops via a short Mentimeter survey shows that the main goals were accomplished. The framework was later shared with the research client for further use and application in various ethical scenarios.

To disseminate to other interested stakeholders, the research findings and solution were shared via a comprehensive **infographic on LinkedIn and the Hotelschool The Hague Alumni Platform**. Hence, the Hotelschool The Hague community and hospitality professionals were engaged. The LinkedIn post yielded more than 1,600 views within two days and reached relevant industry representatives. Thus, the research knowledge was disseminated successfully.



Glossary

<i>Human Trafficking</i>	The unlawful act of transporting or coercing people in order to benefit from their work or service, typically in the form of forced labour or sexual exploitation
<i>Human Rights</i>	Human rights are moral principles or norms for certain standards of human behaviour and are regularly protected in municipal and international law.
<i>Sex Trafficking</i>	The action or practice of illegally transporting people from one country or area to another for the purpose of sexual exploitation
<i>Due Diligence</i>	Due diligence is the investigation or exercise of care that a reasonable business or person is normally expected to take before entering into an agreement or contract with another party or an act with a certain standard of care.
<i>Social Sustainability</i>	Social sustainability is about identifying and managing business impacts, both positive and negative, on people.
<i>Ethical Code of Conduct</i>	A code of conduct is a set of rules outlining the norms, rules, and responsibilities or proper practices of an individual party or an organization.



List of Abbreviations

ABBREVIATION **MEANING**

<i>DBR</i>	Design Based Research
<i>DV</i>	Dependent Variable
<i>ECC</i>	Ethical Code of Conduct
<i>FOH</i>	Front of (the) House
<i>GC</i>	Global Compact
<i>HR</i>	Human Resources
<i>IV</i>	Independent Variable
<i>KPI</i>	Key Performance Indicator
<i>MRQ</i>	Main Research Question
<i>SE</i>	Sexual Exploitation
<i>SOP</i>	Standard Operating Procedure
<i>UN</i>	United Nations



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Chapter 1: Problem Definition

1.1 Problem Definition

1.1.1 United Nations Global Compact

This research is put in the context of the United Nations (UN) Global Compact (GC), the world's largest corporate sustainability initiative (UN Global Compact, 2021c). The GC focuses on six major areas of corporate sustainability: environment, society, governance, sustainable development, sustainable finance, and supply chain (UN Global Compact, 2021a). The particular perspective employed in this research is that of **social sustainability**, which aims to stimulate "doing business in ways that benefit society and protect people" (ibid). The GC defines social sustainability as identifying and managing business processes and their impacts on stakeholders (ibid). The first six principles ([App.1.1](#)) focus on corporate social sustainability, in which human rights are central (see [App.1.3](#) for the Universal Declaration of Human Rights) (ibid). As part of corporate social sustainability and human rights, the focal point of this research is **sex trafficking** – a form of human trafficking - defined by the UN as the "recruitment, transportation, transfer, harbouring or receipt of people through force, fraud or deception, with the aim of exploiting them for profit" (UNODC, 2021). Sex trafficking is a serious crime that affects more than 4.5 million victims worldwide, while turning billions of dollars in profit from this exploitation (European Parliament, 2016). Statistically, women are more likely to be victims of such exploitation, but children and men are also subject to it (Eurostat, 2015; UNODC, 2021).

1.1.2 The Hotel Industry & Sex Trafficking

The hotel industry reaches every corner of the planet and employs millions of people in the process of providing hospitality. However, the hotel industry is also regarded as a high-risk sector to human rights issues, among which is human trafficking (see [App.1.2](#) for all areas of human rights issues in hotels) (Business and Human Rights Resource Centre, 2019a). A recent industry review suggests that a likely reason for sex trafficking to occur in hospitality is the limited oversight from brands and **multinational hotel companies** as a result of extensive franchising (ibid). While data on the real impact of sex trafficking and exploitation in hospitality is scarce, some studies point to unfavourable figures and trends. Sexual exploitation is an occurring issue in hotels and motels, which had been identified as the third most likely venue for sex trafficking, after brothels and spas (NHTH, 2018; Paraskevas, 2020). Hotels are a likely venue for sex trafficking to occur as they offer anonymity, privacy, and limited to non-traceability. Research by the University of West London on human trafficking in Europe, performed between 2014 and 2016, estimates that, on an annual basis, there are 93,480 cases of sex trafficking in hotels (Paraskevas, 2020), while 4.5 million people worldwide are trafficked with the purpose of sexual exploitation (European Parliament, 2016).



Nevertheless, efforts are being made to combat sex trafficking in hospitality with the aid of non-governmental organisations, governments, local authorities, and hotel businesses. Best industry practices for addressing sex trafficking in hotels demonstrate that the first, and often most important, point of contact is with the hotel's **front-line staff** (DHS, 2016; No Place for Sex Trafficking, 2021). Recognising and reporting signs of sexual exploitation at an operational level is essential to adequately addressing the issue not only from a social standpoint, but also to protect the hotel's financial, legal, and commercial interests (Alsever, 2017; Graaf, 2018; Paraskevas and Brookes, 2018).

1.1.3 Ethical Decision-Making

1.1.3.1 Guiding Principle

The guiding principle in this research is the utilitarianism model for ethical decision-making, which emphasises basing decision on maximised value creation for the stakeholders involved (Bazerman, 2020). However, literature and practitioners suggest that hoteliers often take a customer- and sales-oriented approach in decision-making, rather than an objectively ethical one (Minett et al., 2009; Graaf, 2018; Nicolaidis, 2019; Paraskevas, 2020). Therefore, "ethical" in this context is defined as basing decisions on maximised value-creation for as many stakeholders as possible, thus enforcing practical and normative policies for ethical business conduct.

1.1.3.2 Ethical Decision-Making Model

Generally, ethical decision-making theories divide influencing factors into two broad categories: individual and situational (Ford and Richardson, 1994). Individual factors are unique to the person making the decision, while situational factors explain the framing and circumstances of an ethical case. Situational factors can be either issue-related or context-related (Oxford University Press, 2010). Issue-related factors deal specifically with the moral issue at hand, while context-related situational factors represent the circumstances of the ethical issue, namely rewards, authority, bureaucracy, work roles, organisational culture, and national context (Oxford University Press, 2010). [Appendix 1.4](#) details all factors.

A study by Dimitriou and Ducette (2018) on the ethical decision-making of hotel staff suggests that two of the most influential factors are co-workers and leadership, while various literature sources highlight organisational culture as a detriment of ethical business conduct (Velthouse and Kandogan, 2007; Arnold et al., 2010; Needle, 2010). Therefore, three **context-related situational factors** are used as framework for this research: **authority**, **work roles**, and **organisational culture**. A fourth context-related factor, **national context**, is deemed relevant, as the research's population is based on a global scope. Consequently, location may be impactful in the context of multinational chain hotels. This research examines the effect of those four situational factors on staff's decision to report suspected sex trafficking on hotel premises.

1.2 Reason for Research

1.2.1 Goal of the Client

The research client, Ms van Geuns, formulated the following general research goal as a starting point:

How might the Global Compact's guiding principles concerning human rights be applied in the hotel industry effectively and provide solutions for a more ethical business conduct?

Therefore, aligned with the client's goal, this study focuses on the impact of the four selected context-related factors on ethical decision-making in multinational hotel chains, i.e., the decision of staff to act upon occurring human rights violations, more specifically - sex trafficking.

1.2.2 Goal of the Research

Few secondary sources were found on the specific impact of the selected context-related factors on ethical decision-making in hotels, especially concerning human rights infringements such as sex trafficking. Therefore, having established that multinational hotel chains are vulnerable to human trafficking and that front-line staff is key in addressing the issue, further research is needed to understand the impact of these factors on the decision-making process of reporting suspicions/cases of sex trafficking. As front-line staff is in a unique position for the timely and adequate response to sexual exploitation in hotels, the selected population for this research is **Front of the House (FOH) staff**, constituting Front Desk Agents, Managers and Supervisors, Concierge, Bellman/Porter, and Valet (Marikkar, 2013). Consequently, this study aims to contribute to the general knowledge on human trafficking in hotels by exploring the factors that influence the decision of FOH staff in multinational hotel chains to report potential cases of sex trafficking, hence acting upon abuse of human rights.

1.2.3 Main Research Question

The Main Research Question (MRQ) is formulated as follows:

What effects do context-related factors have on the decision of Front of the House employees in multinational hotel chains to report sex trafficking?

Based on the MRQ, the framework of this research is illustrated below.

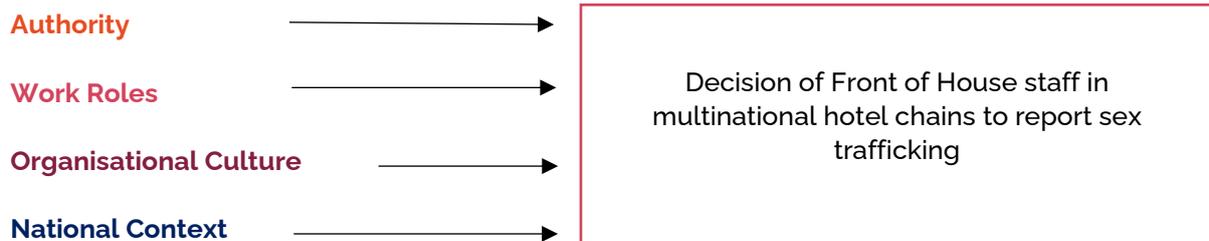


Figure 1: Research Framework

1.2.4 Research Perspective

The Dutch National Rapporteur on Trafficking of Human Beings and Sexual Violence against Children (2020) regards the hotel industry as a place of victimisation but also identification of sex trafficking. Indeed, an appropriate response to this crime could be initiated once such cases are identified and reported at the place of the incident. Hotels are a top venue for sex trafficking to take place, therefore, it is crucial that staff is able to identify, and report suspected cases to management and/or higher authorities. Thus, the importance of this research is put into a broader perspective, illustrated below:



Figure 2: Research Perspective



Chapter 2: Analysis & Diagnosis

2.1 Literature Review

By means of a literature review, the author examines best industry practices concerning ethical business conduct in the protection of human rights and poses a critical question about its applicability in multinational hotel chains. Additionally, the purpose of a literature review is to gain a deeper understanding about the underlying implications of the four selected context-related factors on business ethics and staff's decision-making. This literature review combines insights from practitioners and scientific sources.

2.1.1 Ethical Code of Conduct in the Hotel Industry

Globally, various governmental entities and non-governmental organisations have developed policies for ethical business conduct with the purpose of protecting human rights and promoting sustainability. Examples of such organisations are the UN's Office for the High Commission for Human Rights (OHCHR, 2021b), the Ethical Trading Initiative (EthicalTrade, 2021), the Global Compact (UN Global Compact, 2021c), the Sustainable Hospitality Alliance (Sustainable Hospitality Alliance, 2021), and the UN World Tourism Organisation's Code of Ethics (UNTWO, 2021), the latter two of which focus specifically on the tourism and hospitality sector. The frameworks and policies developed by these organisations focus on identifying, eradicating, and preventing the risk of human rights violations in business conduct, which is also known as the "due diligence" process. While the implementation of human rights due diligence is not yet legally mandatory for companies, steps are being taken towards the law creation for such compulsory measures (Business and Human Rights Resource Centre, 2020; OHCHR, 2021a).

Apart from consulting the abovementioned organisations, hospitality businesses may also review best industry practices on human rights due diligence, such as the codes of conduct of Hilton International (Hilton, 2019), Marriott International (Marriott, 2019), Accor Group (Accor, 2021a), InterContinental Hotels Group (IHG, 2021), and Hyatt Hotels Corporation (Hyatt, 2021). These charters aim to provide clear guidelines for employees regarding the company values and policies, which would aid decision-making in ethical predicaments and distinguish "right" from "wrong" in each situation not only from a business perspective, but from a moral standpoint as well. For instance, Accor's Ethics Charter illustrates the appropriate decision-making process and desired outcomes by providing examples of situations in which an ethical dilemma might occur (Accor, 2021a). Accor's stance on sex trafficking is detailed in their Charter and the hotel group states that employees must immediately report suspicion of illicit activity to management (refer to [App.2.1](#) for excerpt). Similarly, Hilton International and Marriott International offer extensive descriptions of their commitments and policies regarding human rights, as well as training programmes for employees and franchised properties (Hilton, 2019; Marriott, 2019). Included in these trainings are how to recognise signs of sex trafficking on hotel premises and appropriate response guidelines.



While the abovementioned companies have extensive policies and publicly declared commitments to human rights, it is notable to acknowledge the lawsuits against several multinational hotel chains accused of allowing human trafficking on their premises. Hilton Worldwide Holdings Inc., Marriott International Inc. and Wyndham Hotels & Resorts Inc. are among the defendants in a US-based lawsuit for permitting sex trafficking on their properties (Business and Human Rights Resource Centre, 2019b; Ramey, 2020; Abraham Watkins, 2020). The franchise business model, which these brands employ, has been identified as a root cause for ineffective policy compliance. During the lawsuits, the hotel companies argued that they have "no control" over what happens in the franchised properties and that they have since implemented "stricter policies" (Ramey, 2020). The issue of policy compliance in franchised properties is also identified as an impediment by Paraskevas and Brookes' (2018) research on the vulnerability of hotels to human trafficking. Moreover, global organisations point to a significant number of human trafficking cases in the hospitality industry, despite extensive anti-trafficking initiatives (European Commission, 2016; Doggrell, 2016; DHS, 2016).

2.1.2 Ethical Decision-Making Factors

2.1.2.1 Ethical Decision-Making and Authority

Numerous studies support that the role of leadership is imperative in driving businesses in a more ethical direction. An empirical study points to a significant relationship between ethical leadership and ethical organisational climate (Engelbrecht Amos S. et al., 2017). In other words, ethical leadership impacts the organisational culture and its approach to ethical business conduct. Ershaghi (2013) also suggests that leaders can influence, whether positively or negatively, the organisational culture. Indeed, employees are more likely to engage in unethical practices when justification for such behaviour is evident in the form of an authority figure (Engelbrecht Amos S. et al., 2017). Therefore, various authors highlight the importance of *ethical role modelling*, which is especially relevant in the process of setting up ethical decision-making policies (Brown et al., 2005; Ershaghi, 2013; Nicolaidis, 2019). Grojean et al. (2004) argues that managers must convey and exemplify the ethical values of the organisation and establish clear expectations of ethical conduct among all stakeholders. Moreover, *ethical leadership* contributes to the creation of *trust* and predisposes staff to report issues to management and act according to set policies (Brown et al., 2005; Nicolaidis, 2019).

2.1.2.2 Ethical Decision-Making and Work Roles

Previous literature on the relationship between work roles and ethical decision-making is scarce, however, an article by Hamilton and Sanders (1981) outlines a point of departure in understanding the impact of roles on decision-making. The authors propose that roles can be explored in two dimensions: hierarchy and the solidarity of actor-victim relationship (ibid). For this research, the aspect of hierarchy will be considered. The dimension of hierarchy distinguishes two types of relationships between people, namely based on authority (for e.g., manager-employee) and based on equality (for e.g., employee-employee) (ibid). A key aspect in



these types of relationship is the delegation of *power*, which affects the duties placed on subordinates and the obligations of superiors (ibid). This notion links to the element of *responsibility*, which in a business setting is viewed as an amalgamation of obligations linked to a specific job or function (Bivins, 2006). However, the responsibilities of a role refer to more than just the primary functions listed in a job description – they are inherent to the processes and outcomes related to the job, including the consequences of the acts performed as part of the job-related obligations (ibid). In other words, roles and ethical decision-making could be linked due to the responsibility attached to the former. This responsibility may vary in relationships based on either authority or equality. Therefore, it could be interpreted that managers and co-workers are influential factors in ethical decision-making.

2.1.2.3 Ethical Decision-Making and Organisational Culture

Organisational culture is widely defined by specialists as a combination of key elements such as *values, beliefs, and behavioural norms* that define the unique social and psychological environment of an organisation. Needle (2010) attributes these characteristics to factors such as history, product and market, strategy, type of employees, management style, and national context. A common thread in literature is the influence of group norms, assumptions, and behaviours, which determine the approach of the organisation's members to challenges and ethical predicaments. In other words, an organisational culture that emphasises on ethics and morality has a direct effect on the behaviour and decision-making of its members. Various authors argue that a robust organisational culture is determined by those who lead it. Velthouse and Kandogan (2007) state that managers are the propellers of an ethical culture and predeterminants of organisational behaviour. Therefore, organisational culture as a decision-making factor is closely related to authority.

2.1.2.4 Ethical Decision-Making and National Context

In the context of a multinational company, it is important to address the impact of cultural differences on ethics and decision-making, as well as to consider leadership and organisational culture as mediators of this factor (Nazarian et al., 2017). Previous studies highlight that managing across cultures has become increasingly difficult with regards to ethical dilemmas, which is strongly suggested to be a result of cultural and national differences (Kolk et al., 1999; Buller and McEvoy, 1999; Banai and Sama, 2000). A framework developed by Robertson and Ross (1995) shows that members of a community adjust their own ethical behaviour in relation to the local norms and evaluate the ethical behaviour of others in a similar manner. To support that, a study on the effects of national context on ethical behaviour suggests that location has a significant impact on the ethical evaluation of a situation and the intended ethical behaviour (Spicer et al., 2004). Therefore, there is a likely relation between *national-based ethical norms* and their appropriation by external and internal members of the local community.



2.1.3 Literature Review Conclusion

Firstly, the literature review provides information on global organisations committed to combatting sex trafficking and includes examples of ethical policies in multinational hotel chains. However, the realistic implementation of these policies is challenged due to the continuous cases of human trafficking in hotels. Secondly, the literature review explores the effect of four context-related factors on ethical decision-making – Authority, Work Roles, Organisational Culture, and National Context. Consequently, underlying themes emerge for each factor, respectively *ethical role modelling*, *responsibility*, *organisational ethical norms*, and *national ethical norms*. The literature analysis suggests an interconnection between **Authority**, **Organisational Culture**, and **the implementation of an Ethical Code of Conduct (ECC)**. Subsequently, this review of literature and industry examples is used to formulate the study's research questions.

2.2 Research Questions

Based on the MRQ, evidence from literature and best practices, the following sub-questions for research emerged:

1. To what extent does **authority** affect the decision of FOH staff in multinational hotel chains to report sex trafficking?
2. To what extent do **work roles** affect the decision of FOH staff in multinational hotel chains to report sex trafficking?
3. To what extent does **organisational culture** affect the decision of FOH staff in multinational hotel chains to report sex trafficking?
4. To what extent does the **national context** affect the decision of FOH staff in multinational hotel chains to report sex trafficking?

Consequently, a conceptual framework (Fig.3) was designed, and four hypotheses were formulated.

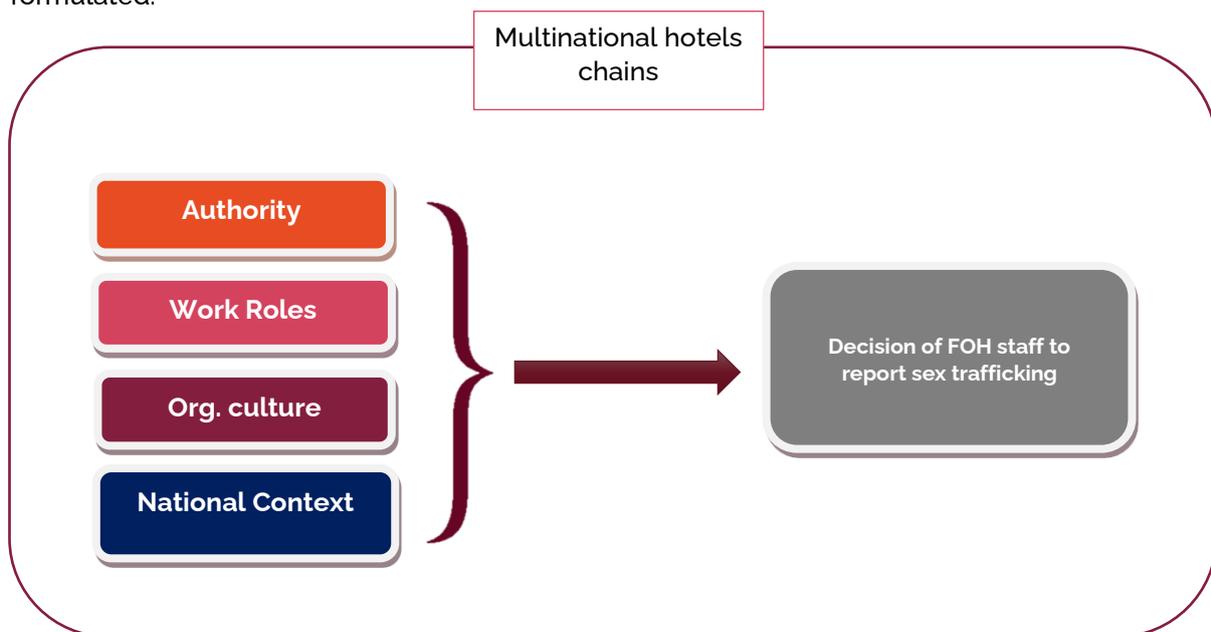


Figure 3: Conceptual Framework

H1 Authority affects the decision of FOH staff in multinational chain hotels to report sex trafficking.

H2 Work Roles affect the decision of FOH staff in multinational chain hotels to report sex trafficking.

H3 Organisational Culture affects the decision of FOH staff in multinational chain hotels to report sex trafficking.

H4 National Context affects the decision of FOH staff in multinational chain hotels to report sex trafficking.



2.3 Methodology

2.3.1 Research Design

The primary data was gathered via an online survey and analysed using a quantitative approach with the IBM SPSS software. This method was deemed beneficial for the type of study as the aim was to establish the extent of association among the variables through a larger sample, and subsequently co-create viable solutions with the research client based on the results.

2.3.2 Population & Sampling

The population for this study consisted of Front of the House (FOH) staff in multinational hotel chains, therefore the selection criteria were the following:

Population Criteria

1. FOH operational and managerial staff, i.e., front desk agents/receptionists, concierge, bellmen/porters, supervisors and managers, valet, *excluding reservation agents*.
2. Employed (currently or previously) at a multinational hotel chain, e.g., Marriott, Hilton, Hyatt, Accor, Intercontinental, Wyndham, Choice, Radisson.
3. English language skills.

Table 1: Population Selection Criteria

The non-probability sampling methods used were convenience sampling, which consisted of collecting data from a readily available pool of respondents; snowball sampling, in which participants were asked to share the survey with their network; and purposive sampling, in which the researcher selected individuals to complete the survey. The described sampling methods were used due to the limited access of the researcher to the population and in order to facilitate an efficient data collection process.

Due to the study's international scope, the population size was considered to be significant for research. Therefore, with an accepted 10% margin of error and 95% confidence interval, the sample size for the survey was estimated at a minimum of 100, which resulted in a total response count of 156, out of which 103 were considered for further analysis.



2.3.3 Data Collection

The data gathering tool for this study was an online survey, which consisted of 23 questions and required between four to eight minutes to complete. The survey was facilitated on the online platform Qualtrics and was distributed through social media platforms, such as LinkedIn and Reddit, as well as through direct emailing of participants. During its activity period from June 8th to September 10th, the survey is estimated to have reached between 3,000 and 300,000 participants across the online channels on which it was distributed - around 3,000 were reached via Reddit, 300,000 via a hospitality focused group on LinkedIn, also included in these estimates are the roughly 1,000 LinkedIn connections of the researcher and the 10-15 people that were personally contacted. However, due to the high traffic and content turnover on these online platforms, it is probable that only 1-3% of the estimated population was reached, out of which 1.7% decided to participate in the survey. Additionally, due to lack of responses, the survey was incentivised at a later stage, and respondents could participate in a raffle for a prize. The survey was in English, so the respondents had to possess an adequate understanding of the language.

2.3.4 Measures

The survey initiated with a mandatory consent agreement, which was followed by six distinct pages containing Likert-type statements, open-ended and closed questions. The first page consisted of four multiple-choice questions which provided descriptive information about the type of organisation, in which the participants have work experience (e.g., luxury hotel), their respective work roles (e.g., receptionist), as well as their encounters with sex trafficking in their organisations. The following four pages were structured into the respective factors that represent the predictor variables: Organisational Culture, Authority, Work Roles, and National Context. The final page contained an open-ended non-mandatory question that was used to explore other than the stated reasons which might influence the participants' decision to report cases of sex trafficking in their organisation. All survey questions can be found in [App.2.4](#) as well as a description of the variables of the study, their respective coding, and the factors to which they relate in [App.2.3](#).

The structure and flow of the survey were adjusted based on feedback from five trial respondents, collected prior to releasing the questionnaire to the general population. The trial respondents were selected to fulfil the population criteria. Furthermore, the wording of the questions and statements was based on theory for social desirability bias reduction via indirect questioning and anonymous data collection (Spiker, 2019; Align, 2021). As suggested by the survey improvement software of the host platform Qualtrics, to yield better response results, the open-ended questions were no more than four, the descriptive text was kept to a minimum whilst providing essential information about the purpose of the survey, the completion time was estimated to be no longer than eight minutes, and the survey format was compatible for mobile use to accommodate the high numbers of respondents who complete surveys via a mobile device.

2.3.5 Data Analysis

The data was analysed using inferential and descriptive statistics with IBM SPSS and a significance level of $p < 0.05$. The factors **Organisational Culture**, **Authority**, **National Context**, and **Work Roles** were assumed to be predictor variables for the outcome variable **Reporting** (cases of sex trafficking).

2.3.5.1 Reliability & Validity

In the process of testing the variables for reliability, changes occurred in the formation of the factors to ensure the reliability and validity of the analysis. This resulted in the re-evaluation of the outcome variable (*Reporting cases of sex trafficking*) by removing one of the two measures that defined it. Removal of measures occurred in the factor Work Roles, as well as re-assignment of measures from the factor Work Roles to the factor Organisational Culture. Also, due to these changes, the factor Work Roles is now measured only by the nominal question related to the respondents' job position (e.g., Receptionist, FO manager, etc.). The adjusted factors and outcome variable fulfilled the requirement for reliability (Cronbach's Alpha $> .70$) and the changes are detailed in [App.2.2](#).

Moreover, due to incompleteness, 52 responses were disqualified, and an additional response was removed due to being the sole representative of the group *Valet* within the factor Work Roles, which affected the study's internal validity. Therefore, from 156 responses, 103 were considered for further analysis.

2.3.5.2 Ordinal Logistic Regression

In line with Frost's (2017) recommendation, an Ordinal Logistic Regression was performed due to the non-continuous nature of the predictor variables Organisational Culture, Authority, and National Context (instead the factors represented a seven-point Likert scale, which is a quasi-interval), as well as the presence of a nominal variable (Work Roles). This analysis measured the relationship between the predictor variables and the outcome variable.

Variables		Measure	Statistical Test
Dependent	Independent		
Report Cases of Sex Trafficking (scale)	Organisational Culture	Scale	Ordinal Logistic Regression
	Authority		
	National Context		
	Work Roles	Nominal	

Table 2: Variables and Statistical Testing



Dataset Coding

To simplify the data analysis, the variables of this study were coded in the following manner:

- Dependent Variable (DV):
 - Report cases of sexual exploitation (SE): **DV_ReportingSE**
- Independent Variables (IV):
 - Organisational Culture: **IV_OrganisationalCulture**
 - Authority: **IV_Authority**
 - National Context: **IV_NationalContext**
 - Work Roles: **IV_WorkRoles_NoValet***

*Within the groups of the independent variable Work Roles, the group Valet was removed (therefore the coding is represented as IV_WorkRoles_NoValet), as this group had only one response, which skewed the analysis and hindered its reliability.

Hypotheses, assumption testing, model fit

Prior to conducting the analysis, the hypotheses were formulated, the dataset was tested against the relevant assumptions, and the model fit was evaluated.

Firstly, the hypotheses were formulated as follows:

H0: there is no statistically significant factors between the variables that influence the *Reporting* score.

H1: there is at least one statistically significant factor between the variables that influence the *Reporting* score.

Secondly, when testing for the relevant assumptions in an ordinal regression analysis, all four assumptions were fulfilled by the dataset. Detailed explanation can be found in [App. 2.5.1](#).

Finally, the Model Fitting Information test shows a statistically significant result ($p < 0.05$), which is the desired outcome. Also, the Goodness-of-Fit test shows values that are not statistically significant ($p > 0.05$), which shows that the used model fits the dataset well. Additionally, the R-Square Nagelkerke results shows that the used model explains 32.4% of the variance in the dependent variable. Therefore, the used research model was deemed suitable for the dataset and the analysis was commenced. Compare [App. 2.5.2](#) for exact result.

2.3.5.3 Descriptive Statistics

The open-ended and trichotomous (yes/no/unsure) questions which provided nominal data were analysed using univariate descriptive statistics, such as frequencies, pie charts, as well as crosstabulations. The analysis contributes with additional insights into the results of the quantitative analyses.



2.3.5.4 Thematic Analysis

Thematic coding was used to analyse the open-ended questions related to knowledge of company policy regarding sex trafficking and other reasons which might affect the reporting decision. This method highlighted the most commonly stated answers, and the results were visualised in a word cloud.

2.3.6 Results

2.3.6.1 Ordinal Logistic Regression

The results of the ordinal logistic regression answer the research questions in the following manner:

1. To what extent does **authority** affect the decision of FOH staff in multinational hotel chains to report sex trafficking?

The analysis shows no statistical significance between the variables Authority and Reporting.

2. To what extent do **work roles** affect the decision of FOH staff in multinational hotel chains to report sex trafficking?

Among the different groups within the Work Roles factor, the group for Front Office Supervisor is the only **statistically significant** group for the dependent variable Reporting.

3. To what extent does **organisational culture** affect the decision of FOH staff in multinational hotel chains to report sex trafficking?

The analysis shows a **statistically significant** result between the variables Organisational Culture and Reporting.

4. To what extent does the **national context** affect the decision of FOH staff in multinational hotel chains to report sex trafficking?

The analysis shows no statistical significance between the variables National Context and Reporting.

Therefore, H1 is accepted, which states that there is at least one statistically significant factor between the variables that influence the Reporting score. The SPSS outputs can be found in [App. 2.5.3](#).

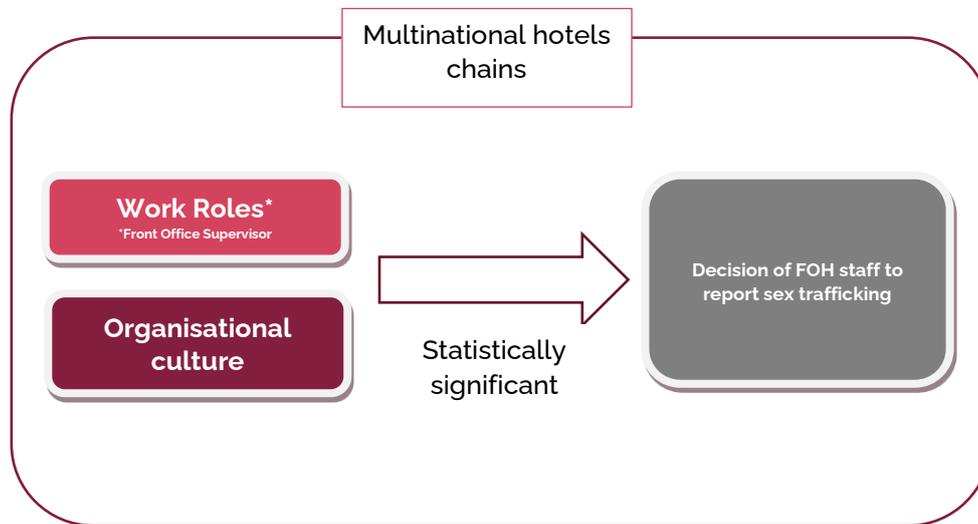


Figure 4: Ordinal Regression Results

2.3.6.2 Descriptive Statistics

This analysis provides descriptive information derived from nominal data using univariate statistics (e.g., frequencies) and crosstabulations. The topics of analysis are encounters with sex trafficking in the organisation, training, and knowledge on company policies regarding sex trafficking, job positions, organisation type, and country of work. The SPSS outputs can be found in [App. 2.5.4](#).

An additional frequency analysis was performed for the measures that determine the factor Authority. Despite not showing a statistical significance in the ordinal regression analysis, this predictor was further analysed with simple frequencies to review the overall attitude of participants to leadership in relation to ethics and reporting of sex trafficking in the organisation. This analysis was deemed useful due to the correlation found between the work role Front Office Supervisor, which is an authority figure, and the outcome variable. Therefore, further analysing the factor Authority with descriptive statistics provided a better understanding on the matter. The SPSS outputs can be found in [App. 2.5.4](#).

2.3.6.2.1 Univariate Statistics

Personal encounter with cases of sex trafficking & Knowledge of someone else in the organisation having encountered sex trafficking:

From the 103 respondents, 22% (N=23) have personally encountered cases of sex trafficking, while 54% (N=56) have not had such an encounter, and the remaining (N=24) are unsure if they have had such an encounter. Meanwhile, 35% of respondents (N=36) are aware of someone else in their organisation who has encountered cases of sex trafficking, and 48% (N=49) are not aware of such encounters.

	Personal encounter	Colleague encounter
Yes	22%	35%
No	54%	48%
Unsure	24%	17%

Table 3: Univariate Analysis of Encounters with Sex Trafficking

Knowledge on the organisation's standard policy/ECC regarding sex trafficking:

Among the 103 respondents, 65% (N=67) were aware of their organisation's standard policy regarding sex trafficking, while 35% (N=36) were not knowledgeable on the matter and/or believed that their organisation does not have such a policy. From those that were aware of their organisation's policy, the most frequent answers were: "Report to manager/supervisor" and "Report to police", with some more specific answers such as "Do not allow suspected guest in", "Registration of real names", "Demand proof of legal age", and "Look for obvious signs of abuse, behaviour, method of payments".

Knowledge on company policy (ECC)

Yes	65%
No	35%

Table 4: Univariate Analysis of Knowledge on Company Policy

Training on organisation's standard policy/ECC regarding sex trafficking:

From the 103 respondents, 38% (N=39) answered that they received training on their organisation's ECC, 48% (N=49) did not receive training, and 14% (N=15) were unsure if such training was conducted.

Training on company policy (ECC)

Yes	38%
No	48%
Unsure	14%

Table 5: Univariate Analysis of Training on Company Policy

Organisation type:

The respondents could identify the type of organisation they either currently work for or have done so in the past by selecting from a multiple-choice matrix, in which more than one answer was possible. The largest representation within the sample have experience in luxury hotel properties (35.5%), followed by mid-range (17.8%) and city centre hotels (16.6%).

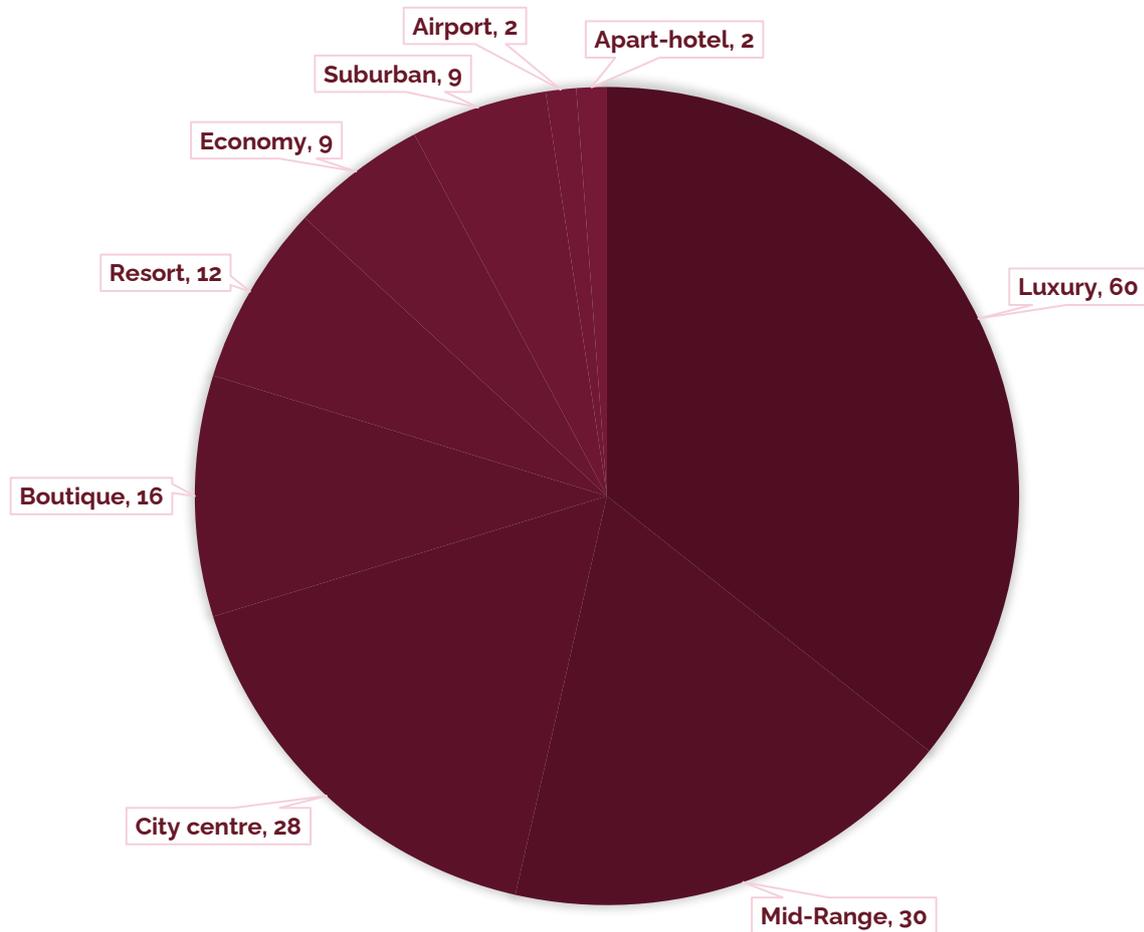


Figure 5: Responses per Organisation Type



Work Roles:

Most survey respondents have had work experience as Receptionists in multinational hotel chains (N=64).

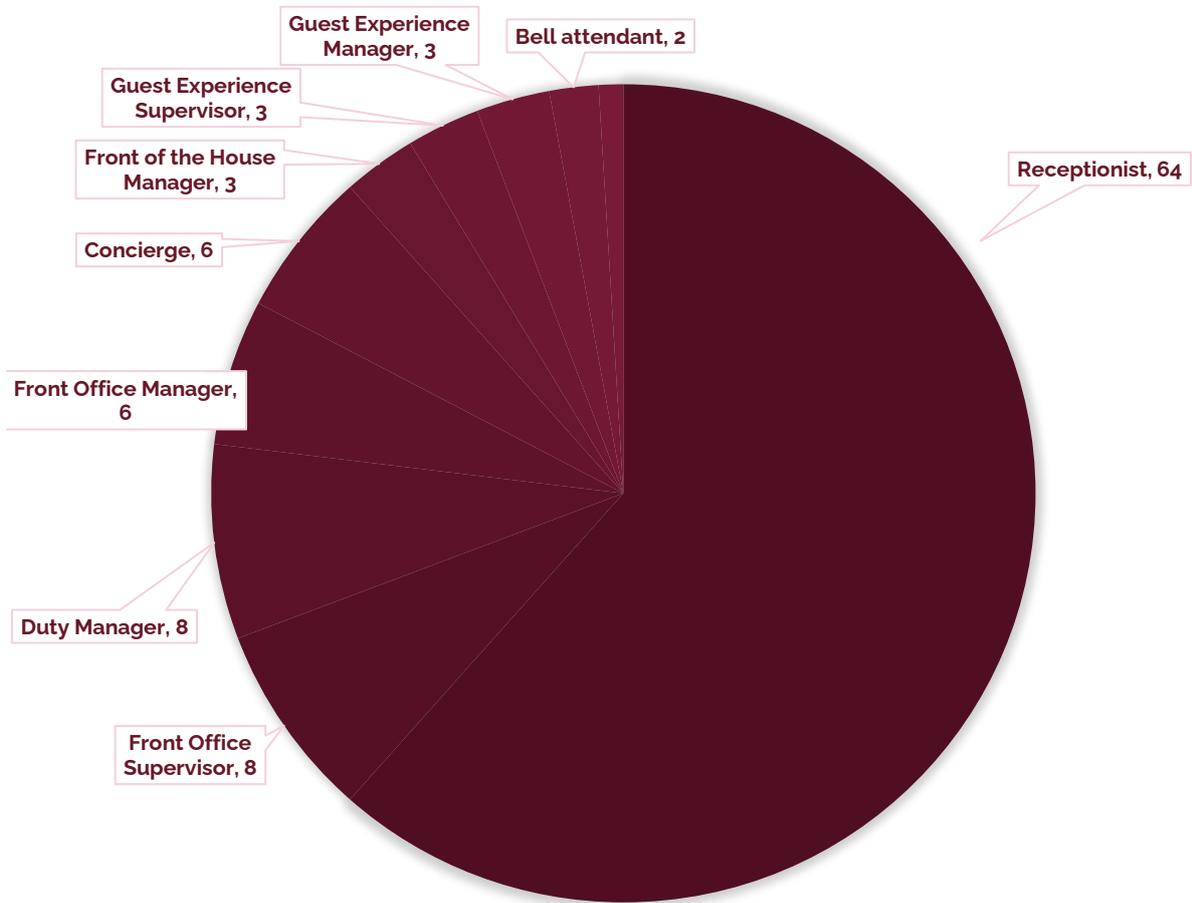


Figure 6: Responses per Work Role



Country of work:

The survey collected responses from a total of 26 countries across five continents: North America, Europe, Africa, Asia, and Oceania. From the sample, the top five most represented countries are the USA (18.4%), Germany (11.7%), the Netherlands (9.7%), the UK (7.8%), and France (6.8%).

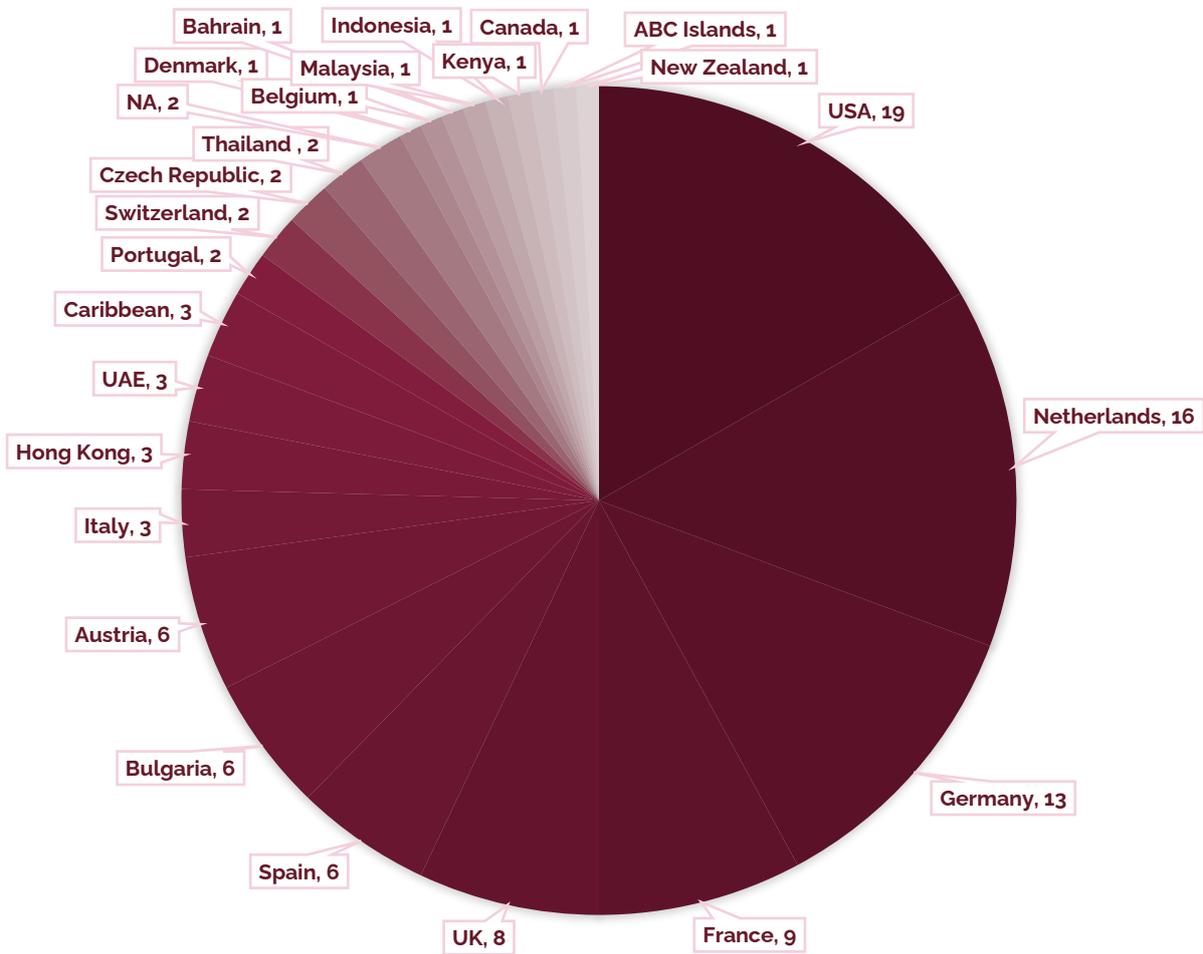


Figure 7: Responses per Country of Work



Authority:

The frequency analysis of the measures within the predictor variable Authority shows that most participants agree with the statements, which explore the manager’s role in the employee’s decision to report cases of sex trafficking. As evidenced by Table 6, a total of 86.3% of respondents feel comfortable to report such cases to their manager, while 80.5% believe that their manager will do the “right thing” in an ethical predicament. Also, 79.5% of respondents would follow the example set from a manager when faced with an ethical dilemma involving trafficking, and 77.6% feel empowered by their manager to make autonomous decisions in such situations.

	Manage will do the “right thing”	Follow example from manager	Feel comfortable to report to manager	Feel empowered to manager
<i>Somewhat agree</i>	12.6%	22.3%	12.6%	22.3%
<i>Agree</i>	25.2%	32%	25.2%	18.4%
<i>Strongly agree</i>	42.7%	25.2%	48.5%	36.9%
Total	80.5%	79.5%	86.3%	77.6%

Table 6: Frequency Analysis of Authority



Descriptive Statistics Summary

Overall, the results from the descriptive analysis can be visually summarised in the following manner:



Figure 8: Descriptive Analysis Summary



2.3.6.2.2 Crosstabulations

Encountering sex trafficking related to Work Roles:

Within the work role groups, a larger proportion of respondents of every group (apart from for the Bell attendant group) did not personally encounter cases of sex trafficking compared to those who did.

Knowledge of organisational policy/ECC related to Work Roles:

The results show that a larger proportion of respondents from all groups (apart from Guest Experience Manager) have knowledge on their organisation's standard policy regarding sex trafficking as opposed to those who do not have such knowledge.

Training on ECC related to Work Roles:

From the 64 respondents who worked as Receptionists, 31 did not receive training on their organisation's ECC regarding sex trafficking, while 11 were unsure if such training took place, which makes most respondents from this group not trained on their organisation's policy regarding such ethical situations. The case is similar with other groups such as Front Office Supervisor, Duty Manager, and Front of the House Manager, in which a larger proportion of the respondents have not received training on their organisation's ECC as opposed to those who have received training. Meanwhile, there are two group in which most respondents received training on their organisation's ECC – Concierge and Guest Experience Manager.

Encounter sex trafficking related to Country of work:

From the sample's most represented countries (USA, Germany, the Netherlands, UK, France), the corresponding respondents reported whether they have encountered cases of sex trafficking. Most respondents from all groups reported to have not personally encountered such cases.

Knowledge of organisational policy/ECC related to Country of work:

From the sample's most represented countries (USA, Germany, the Netherlands, UK, France), the corresponding respondents reported whether they have knowledge on their organisation's ECC related to sex trafficking. Most respondents from all groups reported to have knowledge on their organisation's policy regarding sex trafficking.

Training on ECC related to Country of work:

From the sample's most represented countries (USA, Germany, the Netherlands, UK, France), the corresponding respondents reported whether they have received training on their organisation's ECC related to sex trafficking. The results show that most USA respondents received such training, while most respondents from the Netherlands and France did not receive training. Meanwhile, half of the respondents from the UK received training while the other half did not. None of the respondents from Germany received training.

All SPSS outputs from the Crosstabulation analysis can be found in [App 2.5.5](#).



2.3.6.3 Thematic Analysis

The thematic analysis explores the various other reasons that the respondents reported as influencing factors on their decision to report a case of sex trafficking in their organisation. The responses were visualised in a word cloud ([App. 2.5.6](#)), which highlighted recurring responses such as "Evidentiary support", "Support from manager", "Own morals/beliefs", "ID of supposed victim", and "Intensity/knowledge of situation". Within the most stated reason - "Evidentiary support", the respondents mention "signs of exploitation (such as behaviour, young age, lack of ID)", and "abnormal relationship between the guest and the supposed victim".



2.3.7 Conclusion

2.3.7.1 Discussion

The results of this study build on existing evidence of the effect of **organisational culture** on ethical decision-making (Nazarian et al., 2017). A common thread in literature is the influence of group norms, assumptions, and behaviours, which determine the approach of the organisation's members to challenges and ethical predicaments. In other words, an organisational culture that emphasises on ethics and morality has a direct effect on the behaviour and decision-making of its members. This is supported by the discovered correlation between the predictor variable Organisational Culture and outcome – Reporting of sex trafficking, i.e., acting against abuse and in an ethical manner.

However, literature also suggest that leadership and organisational culture are linked in their effect on ethical decision-making (Engelbrecht Amos S. et al., 2017; Ershaghi, 2013), which is partially supported by the analysis, as one of the measures within Organisational Culture is related to **authority** (consult [App.2.3](#) for the list of measures). Yet, the separate predictor variable of Authority did not show a statistically significant correlation with the outcome variable. Nonetheless, a frequency analysis of the measures within the predictor Authority was performed. This analysis was deemed useful due to the presence of authority-related measures in the statistically significant predictors (Organisational Culture and the Work Role group for Front Office Supervisor). The frequency analysis highlights that most respondents (around or above 80%) consider managers to be influential factors in the decision to report cases of sex trafficking. The ways in which managers affect that decision is by leading by example and fostering an environment of trust and responsibility. These results align with the literature findings on the effects of ethical role modelling on moral decision-making (Grojean et al., 2004; Brown et al., 2005; Ershaghi, 2013; Nicolaidis, 2019). Additionally, the results show that Front Office Supervisors are more likely to report cases of sex trafficking, which links the presence of authority to the notion of responsibility in ethical decision-making, as suggested by a framework from Hamilton and Sanders (1981).

Notably, the results evidence that 1/5 (22%) of respondents have personally **encountered sex trafficking** in their organisation, while 1/3 (35%) know of a colleague who has had such an encounter. This suggests that the issue of sex trafficking in multinational hotel chains is relevant, with one in five FOH staff having a first-hand encounter. Hence, this outcome amplifies the necessity of this study.

Meanwhile, the descriptive analysis shows that, while 65% of respondents were knowledgeable on their **organisation's standard policy** regarding sex trafficking, a combined 62% either did not receive **training** on said policy or were unaware if such training occurred altogether. This is an interesting finding as it implies that most staff were not trained on how to respond to cases of sex trafficking yet were aware of what their expected response should be. This could be interpreted that staff may be using either previous knowledge or common sense in these



scenarios, which would in turn imply the role of individual factors in ethical decision-making. As indicated by the thematic analysis, "evidentiary support", i.e., visible signs of exploitation, and "own morals/beliefs" were commonly stated by respondents as influencing factors in decision-making. However, this interpretation cannot be validated with the available data as the topic of individual factors that influence ethical decision-making is beyond the scope of this study.

Also, the descriptive statistics highlight that, among the different groups related to work roles, only respondents who worked as **Concierge** or **Guest Experience Supervisor** received **training** on the company's Ethical Code of Conduct regarding sex trafficking. A possible interpretation of this result is related to the assumption that requests for sex workers are commonly made with the guest experience team, as opposed to the front office department. This may be the reason why organisations prioritise training their guest service staff on the issue of sex trafficking. Additionally, when comparing the respondents from various countries with regards to training, only **respondents from the USA were generally trained** on the organisation's Ethical Code of Conduct. A possible interpretation of this result is linked to the aspect of brand image and corporate culture, which is prominent in American organisations. Moreover, the Headquarters of major hotel chains, such as Hilton, Marriott, Hyatt, and Wyndham are situated namely in the USA, which might support the emphasis on Ethical Code of Conduct training and compliance within the chain properties in the country. Last but not least, the US-based lawsuit (which was explored in [Ch. 2.1.1](#)) against Hilton, Marriott, and Wyndham for permitting sex trafficking on their properties could help explain the motive behind these results.

2.3.7.2 Limitations

2.3.7.2.1 Data Collection

Several limitations about the data collection process need to be addressed. Firstly, the non-probability sampling method signifies that the sample is likely not representative of the population. Additionally, this method is prone to sampling bias. However, the sampling choices were constrained by the author's access to a larger and more varied sample of the population, which resulted in fewer, not equally represented responses. Secondly, as the survey was distributed on online platforms, respondents did not have the possibility to clarify their understanding of the survey questions, which could have led to misinterpretations (for e.g., misinterpreting the survey's topic of sexual exploitation, i.e., sex trafficking, for workplace sexual harassment). Additionally, due to the sensitive topic of the survey, the responses could be subject to social desirability bias, despite the anonymous data collection, which aimed to reduce it. Finally, the validity of the survey is limited due to the single pilot study with a small sample (N=5) conducted prior to its official release. However, a more meticulously constructed pre-test aimed at testing the validity and reliability of the research instruments was beyond the scope and resources of this study.



2.3.7.2.2 Data Analysis

Several limitations about the data analysis process should be addressed in order to provide an objective view of the results. Firstly, the generalisability of the results is limited by the study's sample size of 103, which might be considered as not representative of the entire population. Furthermore, the groups within the sample size are not equally represented, so generalised statements related to the participants' work roles and/or country of work could be inaccurate. Secondly, the initial survey design and factor configuration proved to be flawed due to the later discovered validity issues within the measures. Prominently, the theoretical underpinning of the factor Work Roles was lacking in definition and resulted in major adjustments of the measures at the analysis stage. Therefore, the content validity could have negatively impacted the research results. Finally, it should be acknowledged that certain results from the descriptive statistics analysis might be inaccurate due to underlying reasons that fall beyond the scope of this study. For example, the knowledge of the organisation's policy on sex trafficking related to the variable Work Roles could be due to individual factors that influence ethical decision-making rather than situational factors. However, it is beyond the scope of the study to address the question of personal/individual factors that might influence ethical behaviour.

2.3.7.3 Recommendations for Further Research

For further research, both individual and situational factors that influence ethical decision-making should be tested to obtain a more thorough understanding on the matter. Additionally, the sample size of the study should be increased, and the groups should be more equally represented by using probability sampling methods, for e.g., stratified sampling. This could provide more accurate results and concrete evidence on how these factors affect the decision of staff in multinational hotel chains to report sex trafficking. Finally, other hotel departments which might encounter sex trafficking, for e.g., Food & Beverage outlets and Housekeeping, should be considered for research to provide more meticulous recommendations and solutions to hotels. The research should be extended to other hospitality businesses to better address sex trafficking in the industry.

2.3.8 Ethical Data Management

The data gathered in this study was anonymous and performed in accordance with the Hotelschool The Hague Data Ethics Management procedure. No personal details were collected from the participants. The purpose and implications of the study were presented to the participants before commencing the survey, and consent of participation was given from all respondents (consult [App.2.4](#) for the consent statement).

Chapter 3: Solution Design

To add value to the research and provide tangible recommendations, a solution is devised which aims to guide Front of House (FOH) staff in adequately addressing sex trafficking in multinational hotel chains. The research highlighted the significant influence of organisational culture on the decision to report cases of abuse. Specifically, the effect of organisational culture on ethical behaviour was measured by assessing the environment (training, policy compliance), and how managers and peers exemplify the organisation's values and policies on the matter. Therefore, these elements determine the ethical culture in an organisational and make the basis of the solution (Fig.9). Additionally, the impact of authority on shaping ethical behaviour and role-modelling in the organisation is deemed relevant and therefore incorporated into the solution.

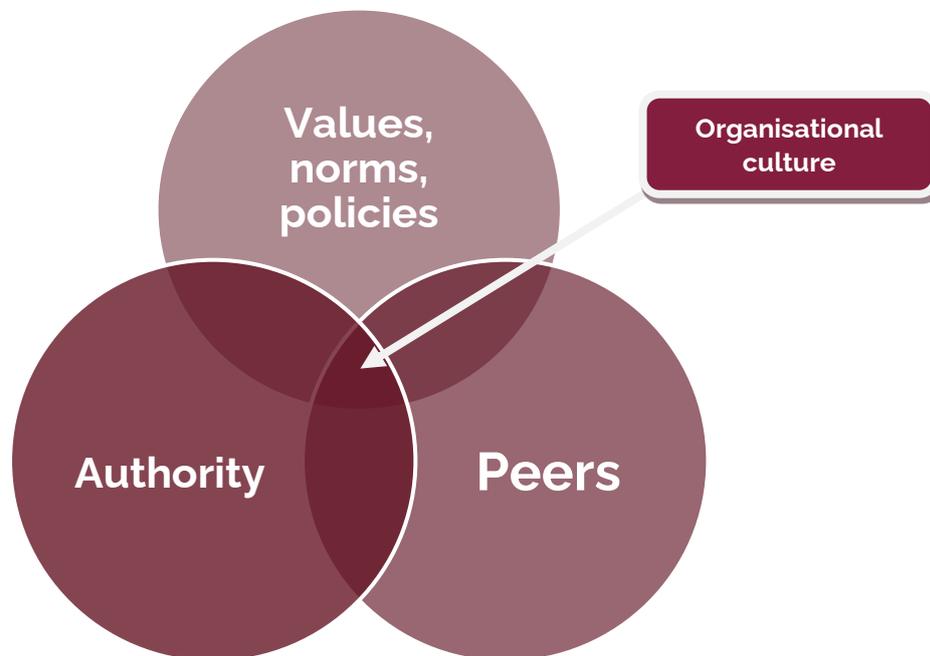


Figure 9: Elements of an Organisational Culture

Recognising the signs of human trafficking, having clearly defined policies for addressing potential cases, and eliminating fear of repercussion for reporting an incident are critical measures in combatting sex trafficking (Welty, 2020; Kim, 2021). Comprehensive training programmes and written policies are the commonly advised measures for hotels and businesses in general. For instance, Chadegani and Jari's (2016) framework (Fig.10) on establishing a corporate ethical culture highlights the importance of ethical norms, practices, and policies on both promoting ethical conduct and preventing unethical conduct. Similarly, a framework by Fadzli et al. (2020) on organisational ethical culture incorporates communication and transparency of vision, mission, policies and standards, i.e., an Ethical Code of Conduct. While policies and training are the basis of an ethical business conduct, literature argues the

importance of creating a culture of accountability, empowerment, and ethical role-modelling. According to Epley and Kumar (2019), ethical role-modelling should be inherent to staff and management alike in order to properly "set the tone" for an ethical organisation. Additionally, Fadzli's (2020) framework (Fig.11) on how to establish an effective ethical culture in an organisation emphasises on the impact of ethical leadership and teamwork. These frameworks and literature insights are used as reference points for the solution formulation.

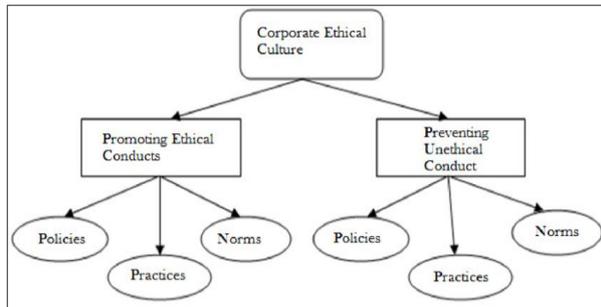


Figure 10: Suggested Model for Corporate Ethical Culture (Chadegani and Jari, 2016)

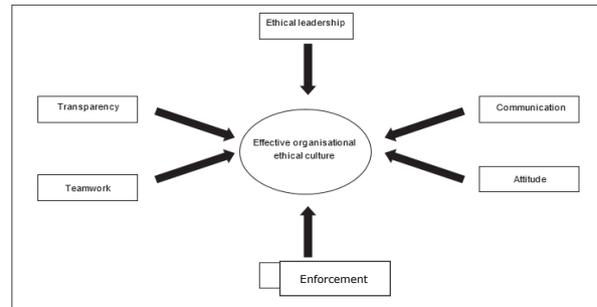


Figure 11: Effective Organisational Ethical Culture Framework (Fadzli et al., 2020)

Deriving from the knowledge obtained through existing literature and primary research, the proposed solution is centred around promoting awareness, proactiveness, and strict ethical boundaries regarding sex trafficking in hotels. This can be achieved through the implementation of an organisational practice based on a framework (Fig.12), which should ultimately result in a department-wide adoption of ethical role-modelling. The framework represents a pyramid, at the base of which is policy knowledge and compliance, as well as training, related to recognising signs of human trafficking and sexual exploitation. Subsequently, FOH staff should confirm the suspicion before reporting by obtaining evidentiary support in line with policy guidelines. In this step, communication and trust among peers and management is fundamental. Once the suspicion is confirmed, it is time to proactively report to the relevant authority. At this stage, clear duty delegation is necessary in the chain of reporting. Additionally, staff should empower one another and promote mutual accountability. Finally, the core function of this framework is to *establish ethical role-modelling in peer-to-peer and manager-to-employee relations*, i.e., leading by example, regardless of job description or specific duty – both operational staff and management should exhibit this behaviour. As a result, an action-oriented organisational practice based on ethical role-modelling is established.

The only financial costs that could be incurred in the implementation of this solution could be related to training of staff on company policies regarding sex trafficking. Many multinational hotel chains already conduct such trainings across their franchised and managed properties. However, compared to the financial costs of training, the cost of allowing and/or ignoring sex trafficking on hotel premises could be much greater and even fatal to the business. Hotels could be at a significant financial loss due to reputation damage or legal repercussions in the event they neglect to train staff on such matters. Thus, the cost of training is lesser than the cost of not

training staff. Additionally, the benefit of this solution can be measured in both profits and greater societal implications. Hotels would stand to benefit from establishing a reputation of a socially responsible business, which takes a public stance against sex trafficking and actively protects human rights. Therefore, creating an ethical culture that promotes and protects human rights could lead to increased credibility and potential profits. Additionally, hospitality business could showcase their commitments to observe due diligence and protect human rights through social responsibility by signing the UN Global Compact.

This solution fulfils the criteria of social acceptability, economic interest, and technical feasibility, due to the relevance of the defined problem, the need for timely and adequate response, and its generalisability. The proposed solution is based on amplifying the staff's sensible judgement and developing a no-tolerance organisational policy to human trafficking. Additionally, the solution is created to be generally applicable to any hospitality organisation, with ethical role-modelling being the desired outcome for all staff. This framework can be further utilised in other hotel departments that might encounter sex trafficking, such as Food & Beverage and Housekeeping. Additionally, the framework can be utilised for any ethical predicament other than sex trafficking, making it widely applicable in different settings in which ethical business conduct is concerned. For instance, this framework can be linked to the concept of *social net positive*, which is a "new way of doing business which puts back more into society, the environment and the global economy than it takes out" (Forum For the Future, 2021). This concept measures success not in figures on a balance sheet, but through added value, and therefore does not rely on benchmarking but on exploration and adaptation to the increasing demand for corporate social responsibility.

Finally, to ensure the usefulness of the solution and the sharing of knowledge, the solution was disseminated to the research commissioner, who is also an ethics lecturer, and to her students, who are currently enrolled in Phase 1 at Hotelschool The Hague. This solution is relevant for the selected audience of hospitality students as awareness on this topic is crucial at an early stage in order to ensure ethical behaviour. Consult [Chapter 6](#) for further details on the dissemination.



Figure 12: Solution Framework



Chapter 4: Implementation

This chapter outlines the solution implementation in two ways. Firstly, a hypothetical implementation is proposed, which could be applied on a wider industry scale considering the context of this study, i.e., Front of the House (FOH) departments in multinational hotel chains. Secondly, in line with the goal of the research client, a workshop was carried out for the study's primary stakeholders, which effectively served as an act of dissemination and solution implementation simultaneously. The stakeholders involved, resources needed, and timeline considerations for the two implementations plans are detailed in this chapter.

4.1 Solution Implementation for Multinational Hotel Chains

This section outlines how the solution could be hypothetically implemented in the context of the FOH department in multinational chain hotels. The implementation plan includes the necessary resources, stakeholders involved and process owners, relevant engagement approach and tools, as well as frequency of use. Each step from the proposed framework (Fig.12) is considered, with the pyramid's base ("Know the Signs") being the most important in process set-up and stakeholder involvement.

A clear and concise Ethical Code of Conduct, supported by training, is key in setting an aligned approach to the issue of sex trafficking in hotels. Therefore, this resource is crucial at the base step of the solution and determining for the implementation of the following steps. Also, the introduction of written policies and Standard Operating Procedures (SOP) is important to enforce strict ethical boundaries and organisational norms regarding sex trafficking. Therefore, the SOPs at each stage pertain the following – (1) recognising signs of sex, (2) verbal and nonverbal interaction with guests, potential victims; and/or following up on tips from other departments (e.g., Housekeeping, Room service), (3) chain of reporting & use of evidentiary support when describing incidents (consult [App. 3.2](#) for examples of SOPs).

The stakeholders are process owners are FOH staff and management, while Human Resources (HR) management could be involved in the training during the first step of implementing an ethical organisational culture. Training should be provided in-person and bi-yearly, while procedure enforcement and alignment can be performed continuously and by means of written/visualised communication (SOPs, emails). In case of suspected sex trafficking, the subsequent actions of staff, i.e., identification, evidentiary support, speed of reporting, etc., will be evaluated (see [Chapter 5](#)). As a result, the resources will be continuously improved with relevant information.

The implementation plan for the FOH staff in multinational hotel chains is detailed in the Table 7.



SOLUTION FRAMEWORK STEPS

	1 Know the signs	2 Confirm suspicion	3 Report	4 Lead by example
Resources	Written policies (strict ethical boundaries reflecting the hotel's values and norms)	SOPs (2)	Clear chain of reporting (<i>who, what, where, when, how</i>)	All prior resources
	Staff training		SOPs (3)	
	SOPs (1)			
Stakeholders	FOH staff			
Process owner(s)	FOH management & HR management	FOH staff		
Engagement approach	Train, inform, align procedures	Communicate incident using evidentiary support		
Engagement tools	Face-to-face training	–	Face-to-face communication	–
	Written SOPs in a visible spot			
	E-mail			
Frequency	Bi-yearly training	Whenever an incident occurs		At all times
	Continuously update SOPs			
	Quarterly e-mail reminder of SOPs, values, policies			

Table 7: Solution Implementation for Multinational Hotel Chains

4.2 Solution Implementation for Client

The demonstrable implementation of the solution was the dissemination act for Phase 1 students at Hotelschool The Hague, through ethics workshop with the research client. This dissemination simultaneously intended to share the findings of the research with the primary stakeholders and serve as a solution for the client, whose goal was to "apply the Global Compact's guiding principles concerning human rights in the hotel industry effectively and provide solutions for a more ethical business conduct". The solution framework (Fig.12) was discussed during the workshops and shared with the client for further use. Therefore, the act of dissemination was a solution in and of itself. The implementation is detailed in Table 8.

Refer to [App. 3.3.1](#) for the PowerPoint slides and information shared during the workshop.

	Stakeholders	Role of Stakeholders	Resources	Timeline	Outcome
1. Co-create solution	Researcher	Co-create	Research results, literature review	25.10.2021	Solution framework is formulated
	Client				
2. Plan dissemination	Researcher	Decide in what form the dissemination will take place, when and with whom	Solution framework, timetable of upcoming ethics classes	25.10.2021	Schedule dissemination workshop with client
	Client				
3. Disseminate	Researcher	Present research results and solution to audience	Solution framework, PowerPoint presentation	30.11.2021 (2 workshops)	Disseminate research and solution to primary stakeholders
	Client	Workshop support		03.12.2021 (2 workshops)	Fulfil research goal
	Phase 1 students at Hotelschool The Hague	Workshop participation		10.12.2021 (4 workshops)	Gain knowledge and awareness on a relevant hospitality topic
4. Follow up on dissemination	Researcher	Share solution framework with primary stakeholders in an infographic via email	Solution framework, Infographic (Fig,15)	13.12.2021	Complete dissemination and implementation cycle for solution

Table 8: Solution Implementation for Client

Chapter 5: Evaluation

This chapter proposes two evaluation strategies for each implementation plan – a hypothetical evaluation of the framework in the context of Front of House (FOH) departments in multinational hotel chain, and an evaluation of the framework implementation during the workshops (dissemination act) for the research client. Each evaluation strategy includes relevant metrics for frequency, KPI's, and tools used.

5.1 Solution Evaluation for Multinational Hotel Chains

Upon implementation, the effectiveness of the proposed solution shall be evaluated using an after-action review, which would consist of the following steps:

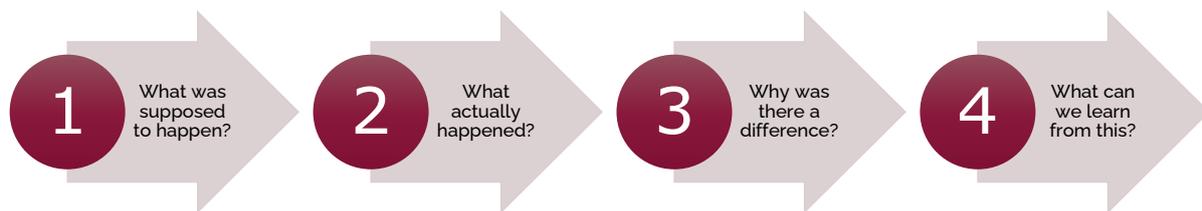


Figure 13: After-Action Review (Allen, 2016)

This review's purpose is to assess whether a potential sex trafficking incident was handled by FOH staff according to the set standards, following the guidelines for an ethical organisational culture. By asking the abovementioned questions, management can evaluate the outcomes of the situation and derive key takeaways for future reference. Consequently, the process of recognising and reporting potential cases is dynamic and ever evolving, so FOH staff can address the uniqueness of each incident and establish a flexible response system. It is important to involve all FOH staff in the after-action review, as ethical role modelling – the core purpose of the solution – is to be adopted and exhibited by everyone. Additionally, staff's feedback on how to adjust the policies and SOPs is essential, as their encounters with sex trafficking cases would be the sources of information and experience regarding the issue.

Given the sensitive and unpredictable nature of the issue, the evaluation plan focuses more on qualitative assessment, for e.g., asking questions such as "How was the situation handled by staff?" and "How could the process be improved?". As a result of acknowledging the experience, discussing it openly, and evaluating the process, staff would be better equipped to properly handle encounters with human trafficking and perpetuate an ethical organisational culture. The solution is a success when all encounters with sex trafficking are identified and reported by staff, which would subsequently set a baseline for a desired ethical approach to the issue.



The after-action review could be performed according to the following scheme:

SOLUTION FRAMEWORK STEPS				
	1 Know the signs	2 Confirm suspicion	3 Report	4 Lead by example
Frequency	After each training session	-		
	After every potential incident			
KPI	Knowledge of identifying factors, chain of reporting, interacting with victims according to training and SOP/policy guidance (consult App. 3.2 for examples of SOPs)	Speed of reporting	-	
		Number of reported incidents		
Assessment Tool	Qualitative assessment: Was the SOP followed? Was the best possible action taken? Was the case reported and followed upon?			

Table 9: Solution Evaluation for Multinational Hotel Chains

5.2 Solution Evaluation for Client

The solution for the research client was implemented in the form of eight dissemination workshops with the primary stakeholders. Therefore, the evaluation was carried out after the conducted workshops. The purpose of the evaluation was to determine 1) the extent to which the primary stakeholders have been informed on the issue of sex trafficking in hospitality, 2) the extent to which they feel prepared/empowered to identify and act upon cases of sex trafficking, and 3) the extent to which they found the workshop useful for their future career. As a result, the primary goals of the workshops were evaluated, which were related to raising awareness of sex trafficking in hotels and presenting a solution to hospitality students on how to properly address this issue.

The evaluation was performed after the workshops via a brief Mentimeter survey, which consisted of four 5-point Likert scale questions (Fig.14).

Scales

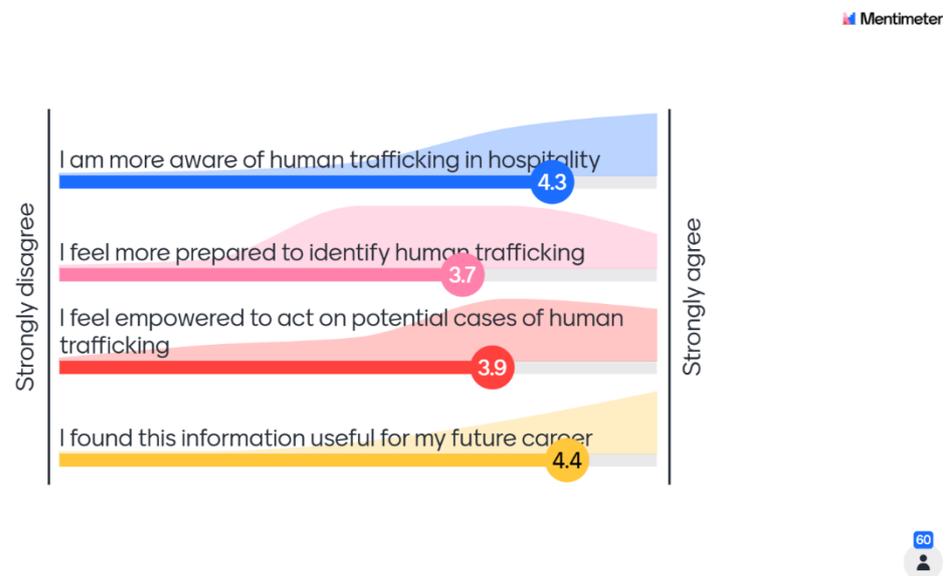


Figure 14: Solution Evaluation for Client

Overall, the evaluation results show that the students gained awareness of human trafficking in hospitality and found the information shared during the workshop useful for their future careers. These results are related to one of the main objectives of this solution and dissemination plan - to raise awareness on the issue among hospitality students and future professionals in the industry. The results show that the students mostly agree with the statements regarding their preparedness/empowerment to identify and report human trafficking after the workshop. This relates to the second objective of the workshop - to provide tools and solutions for hospitality students to identify and act upon cases of human trafficking in hotels. Overall, the workshops successfully achieved the goals that were set by the researcher and the client, and the research was disseminated effectively to the primary stakeholders.



Chapter 6: Dissemination

For this study to add value and fill in a knowledge gap in the selected field, the findings and proposed solution were disseminated to the relevant stakeholders.

6.1 Stakeholder Identification

First, the stakeholders that stand to benefit from the knowledge obtained during this research were identified. A stakeholder analysis utilising a power/attention matrix ([App.3.1](#)) resulted in the identification of two stakeholder categories: primary and secondary.

In the primary category are stakeholders closely related to the process of executing a LYCar company project and would stand to benefit from the research. These are namely the LYCar coach, the research commissioner – Ms van Geuns, and her Phase 1 ethics students who would undergo a practical placement in the operations department of a multinational hotel chain. This experience makes the stakeholder group a primary target for dissemination due to their potential exposure to difficult ethical situations in hotel operations. Previous reports from Hotelschool The Hague students mention encounters of potential sex trafficking cases during placement, which amplifies the relevance of education and awareness prior to this industry experience. Moreover, the Dutch National Rapporteur on Human Trafficking recognises hotels as a place of not only victimisation but also identification, which indicates that front-line staff play a key role in combatting sex trafficking by recognising and reporting cases of abuse. Consequently, the purpose of disseminating to students is to raise awareness of the issue and highlight their ability to make a difference as future hospitality leaders.

Meanwhile, secondary stakeholders are those who could benefit from the knowledge of this research but are not directly linked to it. Therefore, these are the researcher's peer group, the community within the commissioning institution (Hotelschool The Hague, constituting staff and student body), hospitality practitioners, and the wider public, due to the study's humanitarian focus.

6.2 Dissemination Acts

In line with the proposed solution and identified stakeholder groups, two relevant acts of dissemination were selected: an online workshop for the primary stakeholders, and an infographic for the secondary stakeholder group which was shared via LinkedIn and the Hotelschool The Hague Alumni Platform.



6.2.1 Workshop for Primary Stakeholders

Eight online workshops of 30 minutes were conducted for Phase 1 students at Hotelschool The Hague from both The Hague and Amsterdam campus. Among the attendees were also the researcher's peer group and LYCar coach,

Date	Time	Campus	Audience
30.11.2021	11:00	Amsterdam	Phase 1 students in DWIG – Ethics, Commissioner – Ms van Geuns, LYCar Coach - Ms Huynh, LYCar Peer Group
	14:00		
03.12.2021	9:00		
	11:00		
10.12.2021	9:30	The Hague	
	11:30		
	14:10		
	16:00		

Table 10: Dissemination Workshops Scheme

The purpose of this activity was to 1) share the main findings and recommendations with the research client and 2) provide insightful information about a current issue to hospitality students and future industry leaders. The workshops were hosted in hybrid method, with the researcher joining online and presenting to a group of students in class. At the beginning of the workshops, the researcher presented the students with a case study (ethical dilemma) of a potential sex trafficking scenario at the Front Office of a hotel.

Case

You work at the reception of a hotel. Two guests are checking in. One of the guests appears to have no personal belongings, has limited freedom of movement, and shows signs of fearfulness and disorientation. The other is in possession of the first guest's ID and travel documents and is paying for the room in cash.

The students were asked to identify the situation, explain their reaction to it and the consequences of their action and/or inaction. Also, the students were asked to discuss the values that are attached to either decision route: a) acting and reporting the case, and b) not taking any action and ignoring it. This case study represented an ethical dilemma, which is a topic of discussion during Ms van Geuns' ethics classes. Therefore, the workshop was linked to the ethics lecture and added value for both the commissioner and the students.

After the case discussion, the researcher provided context on the study and presented the solution of the research, along with the implications for the students as future hospitality leaders. Afterwards, an evaluation form was shared with the attendees (as detailed in [Ch. 5.2](#)).

The PowerPoint slides from the workshops along with the shared information can be found in [App. 3.3.1](#). Additionally, the recordings of two of the workshops can be found in [App. 3.3.2](#).

6.2.2 Infographic for Secondary Stakeholders

The second act of dissemination, aimed at the secondary stakeholder group, i.e., stakeholders who might benefit from the knowledge of this study (for stakeholder groups refer to [App.3.1](#)), was a comprehensive infographic (consult [App.3.3.3](#) for the infographic) containing key findings and recommendations on sex trafficking in hospitality. This infographic was shared with the secondary stakeholders via social platforms: LinkedIn and the Hotelschool The Hague Alumni Platform. Consequently, the knowledge of the study was disseminated to a wider audience and reached representatives of each secondary stakeholder group. Table 11 details the infographic sharing strategy.

Date	Platform	Stakeholders Reached	Engagement
16 Dec 2021	LinkedIn - Researcher profile	Peer group, Hotelschool The Hague's community, the wider public, hospitality professionals	As of 18 Dec 2021. 1,673 views, 45 reactions, 6 comments. Where do the viewers work: Hotelschool The Hague, Kempinski Hotels, Design Hotels, Radisson Hotel Group, Jumeirah Group, Marriott International. What is their occupation: student, food service professional, hospitality professional, business strategist, consultant. Where are they located: the Randstad, Sofia, Berlin, London, Brabantine city row, Munich, Frankfurt, Hamburg.
16 Dec 2021	Hotelschool The Hague Alumni Platform	Hotelschool The Hague's community	As of 18 Dec 2021. 4 reactions, 3 comments. Viewing statistics are not available.

Table 11: Infographic Sharing Scheme

Consult [App. 3.3.4](#) for screenshots of the post and engagement statistics on each platform.



Chapter 7: Academic Reflection

7.1 Research Topic

The research topic I selected for my graduation thesis was challenging but meaningful to me. My first exposure to human trafficking in hospitality was during the minor "Future of Work" at Hotelschool The Hague. During the course, I created an advisory report for the Dutch National Rapporteur on Trafficking in Human Beings and Sexual Violence against Children. For this report, I examined the issue of sex trafficking in hotels from the perspective of a hospitality provider and future leader in the industry. I realised how important it is to raise awareness of the issue and take action, because identification at the place of victimisation is a crucial step towards intercepting the crime of human trafficking. Therefore, I decided to deepen my understanding of the issue and conduct further research as part of my graduation thesis along with Ms van Geuns as my commissioner. Her goal was to find ways to incorporate the guiding principles of the Global Compact in hospitality with a focus on human rights. I decided to take the perspective of social sustainability and focus my study on sex trafficking in hotels. This research allowed me to dive into a topic that is often seen as taboo and raise awareness of it in an impactful way. Reflecting on my experience with the topic, I am glad I challenged myself in this way because I took something meaningful and made it my purpose to create a positive change.

7.2 Research Design

This study was designed so it could be carried out within the given timeframe and with consideration of my access to resources and research subjects. Overall, the design was successful as I achieved my research goals and collected data from a large enough sample. Given the niche population of my study, i.e., FOH staff in multinational hotel chains, I am pleased with the varied sample I was able to obtain - 103 valid responses from 26 countries and five continents. However, this process was not without its challenges. During the data collection I faced several setbacks. I decided to host my survey on the platform Qualtrics, which is an intuitive software for creating and distributing questionnaires. The platform helped me setup my survey in the most optimal way, however, I missed to incorporate two important features from the beginning, which caused issues in the data collection process. Firstly, I did not make my questions mandatory to answer, which resulted in a high number of incomplete responses. Secondly, I did not enable a reCAPTCHA check at the beginning of my survey - a system that enables web hosts to distinguish between human and automated responses. This resulted in invalid responses which I had to manually filter through. Due to overlooking these elements, it took longer to collect the necessary responses.

Additionally, I faced a low response rate due to my limited access to a wider pool of research subjects. As a result, I decided to incentivise my survey halfway through the data collection process. Unfortunately, this action caused more harm than good. Because of the incentivisation,



I received hundreds of automated bot responses, which were undetected by Qualtrics, and had to be manually filtered through. This was time-consuming and counterproductive for my study.

Furthermore, I realised several flaws of my survey design at the SPSS analysis stage, which resulted in the deletion of survey questions and the changing of measures. Firstly, I had neglected to clearly define an outcome variable, which complicated the regression analysis. As a result, I selected an outcome variable that was originally part of the *Work Roles* predictor variable. Secondly, the measures that defined the *Work Role* variable were not selected well enough and some had to be removed (the changes are detailed in [App. 2.2.2](#)). I believe this was caused by not clearly defining the variable prior to creating the survey. However, there were few literature sources which explained work roles in the context of ethical decision-making, so that represented an issue for the survey and overall research design.

Nevertheless, these obstacles helped me gain a better understanding of how quantitative research should be conducted. Through self-study, I learned how to setup a research design and conduct an SPSS analysis. I consulted peers and lecturers on the topic, which helped me confirm my findings and better my study. Overall, despite the obstacles, I succeeded in creating a feasible, valid, and reliable study which was adequately performed within the given timeframe and with consideration of the available resources.

7.3 Research Dissemination

Human trafficking is not a simple topic to address because of the stigma and obscurity that surrounds it. This topic concerns moral dilemmas that transcend the realm of business and tap into more profound societal implications. Therefore, to ensure impactful knowledge sharing, the topic must be communicated with openness, transparency, responsibility, and empathy. These considerations were central in my research dissemination.

The insights gained from this study were disseminated to a wide range of stakeholders via different mediums. Primary and secondary stakeholders were identified and reached out to using appropriate strategies. The most impactful was the dissemination to the primary stakeholders, which consisted of eight workshops with hospitality students and the study's commissioner. Overall, more than 100 students participated in these workshops and learned about sex trafficking in hotels and what they can do as future hospitality leaders to address the issue. The students' engagement during the workshops, the critical questions they posed, and the discussion points they raised showcase a level of maturity and responsibility regarding ethics in hospitality. I believe that the audience I selected for my primary dissemination was the most appropriate one because of their role as future leaders in the industry. Raising awareness at an educational level proved to be impactful by the feedback I received from a student:

I wanted to thank you for the interesting presentation/lecture you gave us today in ethics class! I think it is a very difficult but important topic that you discussed but you really raised my attention for it. So, I wanted to let you know, thank you! – Fleur van der Zon



The feedback I received from my primary stakeholders served as confirmation that I had achieved my goals. I had successfully raised awareness on the topic and stressed the importance of taking a stance against human trafficking and contributing to positive change. Furthermore, the ethical role modelling framework I created for my commissioner can be utilised for any other situation that concerns ethics, which makes the solution applicable on a wider scale.

This study examines sex trafficking in hotels from the viewpoint of FOH staff, but it can be used as guidance for further examination of the topic from other perspectives. Human trafficking is a complex and evolving subject, so the need for timely action becomes more urgent. I believe that empowerment through education and training can make all the difference, and I encourage more researchers to contribute with additional knowledge on human trafficking in hospitality.



Appendices

Appendix 1: Problem Analysis

App. 1.1: UN Global Compact Principles

Human Rights	
Principle 1	<i>Businesses should support and respect the protection of internationally proclaimed human rights; and</i>
Principle 2	<i>make sure that they are not complicit in human rights abuses.</i>
Labour	
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
Principle 4	the elimination of all forms of forced and compulsory labour;
Principle 5	the effective abolition of child labour; and
Principle 6	the elimination of discrimination in respect of employment and occupation.
Environment	
Principle 7	Businesses should support a precautionary approach to environmental challenges;
Principle 8	undertake initiatives to promote greater environmental responsibility; and
Principle 9	encourage the development and diffusion of environmentally friendly technologies.
Anti-corruption	
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.

Table 12: UN Global Compact Principles (UN Global Compact, 2021b)



App. 1.2: Areas of Human Rights Issues in Hotels

Workers' rights (Human Resources, General Managers, Corporate Responsibility)

- Transparent contracts (in language worker understands)
- Fair & equal pay
- Holiday entitlement & rest
- Fair treatment (e.g. bullying & harassment)
- Accessibility
- Diversity and inclusion
- Discrimination (e.g. sex, race, colour, creed, sexual orientation)
- Freedom of speech
- Freedom to associate
- Worker / management dialogue
- Grievance procedures
- Maternity
- Religious observation
- Health & safety
- Training and development opportunities

Supply chain (Procurement, Corporate Responsibility)

- Child labour
- Bonded / trafficked labour
- Working conditions, including labour standards and health & safety
- Diversity
- Impact communities

Communities where operating (Development, Human Resources, Corporate Responsibility)

- Access to work
- Access to water



Access to land

Access to employment

Land concession

Pollution (water, air, solid waste)

Community dialogue

Human trafficking risk (Corporate Responsibility)

Child & adult sexual exploitation

Trafficked labour

Customers (Customer Relations, Data Management, Account Managers, Corporate Affairs, Corporate Responsibility, General Managers, Secretariat)

Discrimination

Data protection

Privacy

Health & safety

Accessibility

Governance (Secretariat, Corporate Affairs, Compliance, Legal)

Bribery & corruption

Transparency

Partner companies (owners, investors etc.)

Table 13: Areas of Human Rights Issues in Hotels (Sustainable Hospitality Alliance, 2021)



App. 1.3: Universal Declaration of Human Rights

- Article 1 All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.
- Article 2 Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it be independent, trust, non-self-governing or under any other limitation of sovereignty.
- Article 3 Everyone has the right to life, liberty and security of person.
- Article 4 *No one shall be held in slavery or servitude; slavery and the slave trade shall be prohibited in all their forms.***
- Article 5 No one shall be subjected to torture or to cruel, inhuman or degrading treatment or punishment.
- Article 6 Everyone has the right to recognition everywhere as a person before the law.
- Article 7 All are equal before the law and are entitled without any discrimination to equal protection of the law. All are entitled to equal protection against any discrimination in violation of this Declaration and against any incitement to such discrimination.
- Article 8 Everyone has the right to an effective remedy by the competent national tribunals for acts violating the fundamental rights granted him by the constitution or by law.
- Article 9 No one shall be subjected to arbitrary arrest, detention or exile.
- Article 10 Everyone is entitled in full equality to a fair and public hearing by an independent and impartial tribunal, in the determination of his rights and obligations and of any criminal charge against him.
- Article 11 Everyone charged with a penal offence has the right to be presumed innocent until proved guilty according to law in a public trial at which he has had all the guarantees necessary for his defence.
- Article 12 No one shall be held guilty of any penal offence on account of any act or omission which did not constitute a penal offence, under national or



	<p>international law, at the time when it was committed. Nor shall a heavier penalty be imposed than the one that was applicable at the time the penal offence was committed.</p> <p>No one shall be subjected to arbitrary interference with his privacy, family, home or correspondence, nor to attacks upon his honour and reputation. Everyone has the right to the protection of the law against such interference or attacks.</p>
Article 13	<p>Everyone has the right to freedom of movement and residence within the borders of each state.</p> <p>Everyone has the right to leave any country, including his own, and to return to his country.</p>
Article 14	<p>Everyone has the right to seek and to enjoy in other countries asylum from persecution.</p> <p>This right may not be invoked in the case of prosecutions genuinely arising from non-political crimes or from acts contrary to the purposes and principles of the United Nations.</p>
Article 15	<p>Everyone has the right to a nationality.</p> <p>No one shall be arbitrarily deprived of his nationality nor denied the right to change his nationality.</p>
Article 16	<p>Men and women of full age, without any limitation due to race, nationality or religion, have the right to marry and to found a family. They are entitled to equal rights as to marriage, during marriage and at its dissolution.</p> <p>Marriage shall be entered into only with the free and full consent of the intending spouses.</p> <p>The family is the natural and fundamental group unit of society and is entitled to protection by society and the State.</p>
Article 17	<p>Everyone has the right to own property alone as well as in association with others.</p> <p>No one shall be arbitrarily deprived of his property.</p>
Article 18	<p>Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his religion or belief, and freedom, either alone or in community with others and in public or private, to manifest his religion or belief in teaching, practice, worship and observance.</p>



Article 19	Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.
Article 20	Everyone has the right to freedom of peaceful assembly and association. No one may be compelled to belong to an association.
Article 21	Everyone has the right to take part in the government of his country, directly or through freely chosen representatives. Everyone has the right of equal access to public service in his country. The will of the people shall be the basis of the authority of government; this will shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures.
Article 22	Everyone, as a member of society, has the right to social security and is entitled to realization, through national effort and international co-operation and in accordance with the organization and resources of each State, of the economic, social and cultural rights indispensable for his dignity and the free development of his personality.
Article 23	Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment. Everyone, without any discrimination, has the right to equal pay for equal work. Everyone who works has the right to just and favourable remuneration ensuring for himself and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection. Everyone has the right to form and to join trade unions for the protection of his interests.
Article 24	Everyone has the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay.
Article 25	Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.



	<p>Motherhood and childhood are entitled to special care and assistance. All children, whether born in or out of wedlock, shall enjoy the same social protection.</p>
<p>Article 26</p>	<p>Everyone has the right to education. Education shall be free, at least in the elementary and fundamental stages. Elementary education shall be compulsory. Technical and professional education shall be made generally available and higher education shall be equally accessible to all on the basis of merit.</p> <p>Education shall be directed to the full development of the human personality and to the strengthening of respect for human rights and fundamental freedoms. It shall promote understanding, tolerance and friendship among all nations, racial or religious groups, and shall further the activities of the United Nations for the maintenance of peace.</p> <p>Parents have a prior right to choose the kind of education that shall be given to their children.</p>
<p>Article 27</p>	<p>Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.</p> <p>Everyone has the right to the protection of the moral and material interests resulting from any scientific, literary or artistic production of which he is the author.</p>
<p>Article 28</p>	<p>Everyone is entitled to a social and international order in which the rights and freedoms set forth in this Declaration can be fully realized.</p>
<p>Article 29</p>	<p>Everyone has duties to the community in which alone the free and full development of his personality is possible.</p> <p>In the exercise of his rights and freedoms, everyone shall be subject only to such limitations as are determined by law solely for the purpose of securing due recognition and respect for the rights and freedoms of others and of meeting the just requirements of morality, public order and the general welfare in a democratic society.</p> <p>These rights and freedoms may in no case be exercised contrary to the purposes and principles of the United Nations.</p>
<p>Article 30</p>	<p>Nothing in this Declaration may be interpreted as implying for any State, group or person any right to engage in any activity or to perform any act aimed at the destruction of any of the rights and freedoms set forth herein.</p>

Table 14: Universal Declaration of Human Rights (Nations, 2021)



App. 1.4: Ethical Decision-Making Factors

Individual Factors	
Factor	Influence on ethical decision-making
Age and gender	Very mixed evidence leading to unclear associations with ethical decision-making
National and cultural characteristics	Appear to have a significant effect on ethical beliefs, as well as views of what is deemed an acceptable approach to certain business issues
Education and employment	Somewhat unclear, although some clear differences in ethical decision-making between those with different educational and professional experiences seem to be present.
Psychological factors:	
- Cognitive moral development	- Small but significant effect on ethical decision-making.
- Locus of control	-At most a limited effect on ethical decision-making, but can be important in predicting the apportioning of blame/approbation.
Personal values	Significant influence – some empirical evidence citing positive relationship.
Personal integrity	Significant influence likely, but lack of inclusion in models and empirical tests.
Moral imagination	A new issue for inclusion with considerable explanatory potential.

Situational Factors		
Type of Factor	Factor	Influence on ethical decision-making
Issue-related	Moral intensity	Reasonably new factor, but evidence suggests significant effect on ethical decision-making.
	Moral framing	Fairly limited evidence, but existing studies show strong influence on some aspects of



		ethical decision-making process, most notably moral awareness.
Context-related	Rewards	Strong evidence of relationship between rewards/punishments and ethical behaviour, although other stages in ethical decision-making have been less investigated.
	Authority	Good general support for a significant influence from immediate superiors and top management on ethical decision-making.
	Bureaucracy	Significant influence on ethical decision-making well documented, but actually exposed to only limited empirical research. Hence, specific consequences for ethical decision-making remain contested.
	Work roles	Some influence likely, but lack of empirical evidence to date.
	Organisational culture	Strong overall influence, although implications of relationship between culture and ethical decision-making remain contested.
	National Context	Limited empirical investigation, but some shifts in influence likely.

Table 15: Ethical Decision-Making Factors
(Ford and Richardson, 1994; Oxford University Press, 2010)



Appendix 2: Problem Diagnosis

App. 2.1: Accor Ethics Charter

2.1.2 PROSTITUTION, PANDERING

Prostitution is the act of engaging in sexual relations in exchange for money.

Pandering is the act of aiding a prostitute or contributing to the prostitution of another by arranging a sex act with a customer in exchange for money or other reward. Procuring is a criminal offence in many countries. It is therefore an offence for the operator of a hotel or other accommodation knowingly to allow premises to be used for the purposes of prostitution and to accept money or reward in exchange for permission.

Accor pledges:

- / not to encourage, organise or, above all, profit from the trafficking of human beings, including for sexual exploitation – i.e. prostitution;
- / to bring information about any reprehensible conduct in this regard to the attention of the authorities.



YOU SHOULD ALWAYS

- / ensure that the company's businesses and all Accor premises are never used for organised prostitution purposes;
- / bring information about any discreditable or reprehensible conduct in this regard to the attention of the appropriate authorities.



YOU SHOULD NEVER

- / disregard or keep from management any incidence of prostitution or procuring that you may suspect in the hotel or accommodation where you work.



IS THIS ETHICAL?

Situation: a guest arrives at the hotel with a person she introduces as his or her spouse. However, a hotel housekeeping employee tells you that this person has been receiving multiple visitors, suggesting that the/she may be using the hotel room for prostitution. What do you do?

Solution: you should immediately report any behaviour supporting a legitimate belief that a person may use our premises for organised prostitution purposes to management for appropriate action to be taken, including, where necessary, reporting the matter to the authorities for investigation.

Figure 15: Excerpt from Accor's Ethics Charter (Accor, 2021b)



App. 2.2: Survey Measures & Adjustments

The survey initiated with a mandatory consent agreement, which was followed by six distinct pages containing open-ended, closed, and Likert-type statements. The first page consisted of four multiple-choice questions which provided information about the type of organisation, in which the participants have work experience (e.g., luxury hotel), their respective work roles (e.g., receptionist), as well as their encounters with sex trafficking in those organisations. The following four pages were structured into the respective topics that represent the independent variables: Organisational Culture, Authority, Work Roles, and National Context.

The factor **Organisation Culture** was determined by four statements on a seven-point Likert scale that measured the respondents' level of disagreement or agreement on statements of the perceived extent to which their organisation, managers, and peers follow a written Ethical Code of Conduct regarding sex trafficking. Additionally, an open-ended question about the participants' knowledge of their organisation's standard policy regarding sex trafficking provided descriptive data that was analysed by separating the responses into "knowledgeable" and "not knowledgeable". Finally, a trichotomous (yes/no/unsure) question tested whether the respondents have received training on their organisation's Ethical Code of Conduct regarding sex trafficking.

Authority consisted of four seven-point Likert statements that measured the participants' level of disagreement or agreement on the following topics: the perceived extent of their manager's ethical behaviour in a potential case of sex trafficking (e.g., doing the "right thing" in an ethical predicament), the participants' level of comfort with reporting such cases to their superior, and the perceived feeling of empowerment for participants to practice due diligence as a result of the leadership in their organisation.

Work Roles encompassed a total of six questions – one trichotomous (yes/no/not applicable) and five seven-point Likert type statements that measured the respondents' level of disagreement or agreement. One of the Likert-type statements measured the participants' sense of responsibility to report suspected cases of sex trafficking in relation to their job position (Bivins, 2006), which was also the study's outcome variable. The section also measured the extent to which peers influence ethical decision-making (based on theory by Hamilton and Sanders (1981)). Finally, participants were asked whether they have been informed by other departments of potential sex trafficking cases (yes/no/not applicable), followed by the extent to which they disagreed or agreed on the statement of "I know how to respond to such information (who to report to, how to follow up, etc.)".



National Context was determined by a seven-point Likert scale that measured the level of disagreement or agreement with the statement that participants adjust their personal ethical behaviour in relation to the common ethical behaviour of the country they work in. Also in this section, in an open-ended question, participants were asked to provide the name of the country and/or countries in which they have worked for a multinational hotel chain property.

The final page contained an open-ended non-mandatory question that was used to explore other than the stated reasons which might influence the participants' ethical decision-making in case of sex trafficking in their organisation.



App. 2.2.1 Survey Original Layout

The survey's original layout that was used to gather data is detailed in the table below:

Factor	Indicator	Measure	No.	
Descriptive Factors	Personal Encounter with sex trafficking	Have you encountered potential cases of sexual exploitation (human trafficking) in your organisation?	(1) = Yes (2) = No (3) = Unsure	1
	Knowledge of another's encounter with sex trafficking	Are you aware of anyone in your organisation who might have encountered a potential case of sexual exploitation (human trafficking)?	(1) = Yes (2) = No (3) = Unsure	2
	Type of hotel	What type is the hotel you currently work (have worked) at? (multiple answers possible)	Economy Mid-range Luxury Resort Airport City Centre Suburban Boutique Other (open answer)	3
	Job position	What is (was) the position you have (had) in your organisation?	(1) = Front Desk Agent/Receptionist (2) = Front Office Supervisor (3) = Front Office Manager (4) = Duty Manager (5) = Front of the House Manager (6) = Concierge/Guest Experience Agent (7) = Guest Experience Supervisor (8) = Guest Experience Manager (9) = Bell attendant (10) = Door Attendant (11) = Valet	4



Organisational Culture	Knowledge of ECC	To your knowledge, what is your organisation's standard policy regarding sexual exploitation (human trafficking)?	Open answer	5
	Organisation follows ECC	I think that the organisation I work for follows a written Ethical Code of Conduct with regards to potential cases of human trafficking.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	6
	Training on ECC	I have received training on this written Ethical Code of Conduct with regards to potential cases of human trafficking.	(1) = Yes (2) = No (3) = Unsure	7
	Managers follow ECC	I have observed my managers actively promote ethical behaviour (according to the Ethical Code of Conduct) in the organisation.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	8
	Peers follow ECC	I have observed my peers actively promote ethical behaviour (according to the Ethical Code of Conduct) in the organisation.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	9
	Organisation policy compliance	I think that my organisation follows strict	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree	10



Authority		measures/policies against sexual exploitation (human trafficking).	(4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	
	Manager's ethical behaviour	I believe that my manager will do the "right thing" in a potential case of sexual exploitation (human trafficking).	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	11
	Follow example from manager	I tend to follow the example set from my manager in making ethical decisions.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	12
	Feeling of comfort (=trust)	I feel comfortable to report suspicions about a potential human trafficking case to my manager.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	13
	Empowerment (=autonomy)	I feel empowered by my manager to make decisions and take actions that are ethical and beneficial for everyone involved.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	14



Work Roles	Responsibility within work role (Outcome Variable)	I feel it is part of my job to report cases of sexual exploitation (human trafficking).	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	15
	Responsibility outside work role (Outcome Variable)	I feel it is part of my job to follow up on the reported cases of sexual exploitation (human trafficking).	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	16
	Follow example of peers	I am influenced by the actions of my co-workers in making ethical decisions.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	17
	Peer ethical behaviour	I believe that my co-workers will do the "right thing" in a potential case of human trafficking.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	18
	Reports from other departments	During work, I have received information from other departments (for e.g., Housekeeping, Room Service) about a potential case of human trafficking (suspicious activity) in my organisation.	(1) = Yes (2) = No (3) = Not Applicable	19



	Knowledge how to respond on reports from other departments	I know how to respond to such information (who to report to, how to follow up, etc.).	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	20
National Context	Country of Work	In which country is the hotel property you work (have worked) for (multiple answers possible)?	Open answer	21
	Ethical behaviour in relation to country of work	I adjust my personal ethical behaviour with regards to the common ethical behaviour of the country I work in.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	22
Other Factors	Other	Is there any other factor that influences your ethical decision-making with regards to human trafficking (sexual exploitation) in your organisation?	Open answer	23

Table 16: Survey Original Layout



App. 2.2.2 Survey Layout Changes

The changes in the survey that occurred during the reliability testing and analysis are detailed in the table below:

Factor	Indicator	Measure	Reason for Change	No.	
Descriptive Factors	Personal Encounter with sex trafficking	Have you encountered potential cases of sexual exploitation (human trafficking) in your organisation?	(1) = Yes (2) = No (3) = Unsure	-	1
	Knowledge of another's encounter with sex trafficking	Are you aware of anyone in your organisation who might have encountered a potential case of sexual exploitation (human trafficking)?	(1) = Yes (2) = No (3) = Unsure	-	2
	Type of hotel	What type is the hotel you currently work (have worked) at? (multiple answers possible)	Economy Mid-range Luxury Resort Airport City Centre Suburban Boutique Other (open answer)	-	3
	Job position = WORK ROLE FACTOR	What is (was) the position you have (had) in your organisation?	(1) = Front Desk Agent/Receptionist (2) = Front Office Supervisor (3) = Front Office Manager (4) = Duty Manager	The measures in the factor Work Roles were either removed (No. 16, 17, 20) or merged with the factor Organisational Culture (No. 18,	4



Organisational Culture			(5) = Front of the House Manager (6) = Concierge/Guest Experience Agent (7) = Guest Experience Supervisor (8) = Guest Experience Manager (9) = Bell attendant (10) = Door Attendant (11) = Valet	19). This left no measures relevant to Work Roles, therefore, the descriptive measure for Job Positions defined the factor Work Roles.	
	Knowledge of ECC	To your knowledge, what is your organisation's standard policy regarding sexual exploitation (human trafficking)?	Open answer	-	5
	Organisation follows ECC	I think that the organisation I work for follows a written Ethical Code of Conduct with regards to potential cases of human trafficking.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	-	6



	Training on ECC	I have received training on this written Ethical Code of Conduct with regards to potential cases of human trafficking.	(1) = Yes (2) = No (3) = Unsure		7
	Managers follow ECC	I have observed my managers actively promote ethical behaviour (according to the Ethical Code of Conduct) in the organisation.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	-	8
	Peers follow ECC	I have observed my peers actively promote ethical behaviour (according to the Ethical Code of Conduct) in the organisation.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	-	9
	Organisation policy compliance	I think that my organisation follows strict measures/policies against sexual	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree	-	10



		exploitation (human trafficking).	(4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree		
Authority	Manager's ethical behaviour	I believe that my manager will do the "right thing" in a potential case of sexual exploitation (human trafficking).	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	-	11
	Follow example from manager	I tend to follow the example set from my manager in making ethical decisions.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	-	12
	Feeling of comfort (=trust)	I feel comfortable to report suspicions about a potential	(1) = Strongly Disagree (2) = Disagree	-	13



Work Roles		human trafficking case to my manager.	(3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree		
	Empowerment (=autonomy)	I feel empowered by my manager to make decisions and take actions that are ethical and beneficial for everyone involved.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	-	14
	Responsibility within work role = OUTCOME VARIABLE	I feel it is part of my job to report cases of sexual exploitation (human trafficking).	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	The new outcome variable (Reporting).	15
	Responsibility outside work role REMOVED	I feel it is part of my job to follow up on the reported cases of	(1) = Strongly Disagree (2) = Disagree	This measure showed low reliability	16



	sexual exploitation (human trafficking).	(3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	scores (Cronbach Alpha<.70) the other measures within this factor.	
Follow example of peers REMOVED	I am influenced by the actions of my co-workers in making ethical decisions.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	This measure showed low reliability scores (Cronbach Alpha<.70) the other measures within this factor.	17
Peer ethical behaviour MERGED WITH MEASURES WITHIN ORGANISATIONAL CULTURE	I believe that my co-workers will do the "right thing" in a potential case of human trafficking.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	This measure was merged with the measures from the factor Organisational Culture due to similarity in themes and high reliability scores (Cronbach Alpha>.70)	18
Reports from other departments REMOVED	During work, I have received information from other	(1) = Yes (2) = No	This measure showed low reliability	19



		departments (for e.g., Housekeeping, Room Service) about a potential case of human trafficking (suspicious activity) in my organisation.	(3) = Not Applicable	scores (Cronbach Alpha<.70) the other measures within this factor.	
	Knowledge how to respond on reports from other departments MERGED WITH MEASURES WITHIN ORGANISATIONAL CULTURE	I know how to respond to such information [reports from other departments about cases of sex trafficking] (who to report to, how to follow up, etc.).	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	This measure was merged with the measures from the factor Organisational Culture due to similarity in themes and high reliability scores (Cronbach Alpha>.70).	20
	National Context	Country of Work	In which country is the hotel property you work (have worked) for (multiple answers possible)?	Open answer	-
	Ethical behaviour in relation to country of work	I adjust my personal ethical behaviour with regards to the common ethical behaviour of the country I work in.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	-	22



Other Factors	Other	Is there any other factor that influences your ethical decision-making with regards to human trafficking (sexual exploitation) in your organisation?	Open answer	-	23
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Table 17: Survey Layout Changes



App. 2.3: Description of Variables

The variables in this quantitative study are detailed in the table below:

Factor	Indicator	Measure	Coding	No.
Descriptive Factors	Personal Encounter with sex trafficking	Have you encountered potential cases of sexual exploitation (human trafficking) in your organisation?	(1) = Yes (2) = No (3) = Unsure D_SelfEncounterSE	1
	Knowledge of another's encounter with sex trafficking	Are you aware of anyone in your organisation who might have encountered a potential case of sexual exploitation (human trafficking)?	(1) = Yes (2) = No (3) = Unsure D_OtherEncounterSE	2
	Type of hotel	What type is the hotel you currently work (have worked) at? (multiple answers possible)	Economy Mid-range Luxury Resort Airport City Centre Suburban Boutique Other (open answer) D_HotelEconomy; D_HotelMidrange; D_HotelLuxury; D_HotelResort; D_HotelAirport; D_HotelCityCentre; D_HotelSuburban; D_HotelBoutique; D_HotelOther	3



Work Roles	Job position	What is (was) the position you have (had) in your organisation?	<p>(1) = Front Desk Agent/Receptionist</p> <p>(2) = Front Office Supervisor</p> <p>(3) = Front Office Manager</p> <p>(4) = Duty Manager</p> <p>(5) = Front of the House Manager</p> <p>(6) = Concierge/Guest Experience Agent</p> <p>(7) = Guest Experience Supervisor</p> <p>(8) = Guest Experience Manager</p> <p>(9) = Bell attendant</p> <p>(10) = Door Attendant</p> <p>(11) = Valet</p>	IV_WorkRoles_NoValet	4
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Organisational Culture	Knowledge of ECC	To your knowledge, what is your organisation's standard policy regarding sexual exploitation (human trafficking)?	Open answer	OC_Policy	5
	Organisation follows ECC	I think that the organisation I work for follows a written Ethical Code of Conduct with regards to potential cases of human trafficking.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	OC_HotelECC (IV_OrganisationalCulture)	6
	Training on ECC	I have received training on this written Ethical Code of Conduct with regards to potential cases of human trafficking.	(1) = Yes (2) = No (3) = Unsure	OC_TrainingECC	7
	Managers follow ECC	I have observed my managers actively promote ethical behaviour (according to the Ethical Code of Conduct) in the organisation.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree	OC_ManagerFollowECC (IV_OrganisationalCulture)	8



			(5) = Somewhat Agree (6) = Agree (7) = Strongly Agree		
Peers follow ECC	I have observed my peers actively promote ethical behaviour (according to the Ethical Code of Conduct) in the organisation.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	OC_PeersFollowECC (IV_OrganisationalCulture)	9	
Organisation policy compliance	I think that my organisation follows strict measures/policies against sexual exploitation (human trafficking).	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	OC_HotelFollowPolicy (IV_OrganisationalCulture)	10	



	Peer ethical behaviour	I believe that my co-workers will do the "right thing" in a potential case of human trafficking.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	OC_PeersEthic Behav (IV_OrganisationalCulture)	11
	Knowledge how to respond on reports from other departments	I know how to respond to such information [reports from other departments about cases of sex trafficking] (who to report to, how to follow up, etc.).	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	OC_TrainingSE (IV_OrganisationalCulture)	12
Authority	Manager's ethical behaviour	I believe that my manager will do the "right thing" in a potential case of sexual exploitation (human trafficking).	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor	A_ManagerEthicBehav (IV_Authority)	13



			Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree		
	Follow example from manager	I tend to follow the example set from my manager in making ethical decisions.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	A_FollowExampleManager (IV_Authority)	14
	Feeling of comfort (=trust)	I feel comfortable to report suspicions about a potential human trafficking case to my manager.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	A_ReportToManager (IV_Authority)	15



	Empowerment (=autonomy)	I feel empowered by my manager to make decisions and take actions that are ethical and beneficial for everyone involved.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	A_Empowered ByManager (IV_Authority)	16
Outcome Variable	Reporting	I feel it is part of my job to report cases of sexual exploitation (human trafficking).	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	DV_ReportingS E	17
National Context	Country of Work	In which country is the hotel property you work (have worked) for (multiple answers possible)?	Open answer	NC_Country	18



	Ethical behaviour in relation to country of work	I adjust my personal ethical behaviour with regards to the common ethical behaviour of the country I work in.	(1) = Strongly Disagree (2) = Disagree (3) = Somewhat Disagree (4) = Neither Agree nor Disagree (5) = Somewhat Agree (6) = Agree (7) = Strongly Agree	IV_NationalContext	19
Other Factors	Other	Is there any other factor that influences your ethical decision-making with regards to human trafficking (sexual exploitation) in your organisation?	Open answer	OtherFactor	20

Table 18: Description of Variables



App. 2.4: Survey Questions

Survey description:

Dear Participant,

*Thank you very much for taking the time to fill out this survey. It should take you a maximum of **five to six minutes** to complete.*

First, I would like to briefly explain the main themes and goal of this research.

The research concerns human trafficking with the purpose of sexual exploitation, which is officially defined as the "recruitment, transportation, transfer, harbouring or receipt of people through force, fraud or deception, with the aim of exploiting them for profit".

*Statically, **hotels are a highly likely venue for sex trafficking to occur**. Also known as prostitution, it is not uncommon for hotel staff to encounter situations in which individuals either seek or provide sexual services.*

It is important to distinguish between prostitution that is legal (in some countries, for example, the Netherlands), and human trafficking with the purpose of sexual exploitation, which is an abhorrent form of human abuse.

Therefore, for the purpose of this research, you will be asked about your potential experience with cases of sex trafficking in the hotel you work/have worked for.

(For example, you could have seen someone who resembles a minor, was wearing inappropriate clothing and was in the company of an older individual. You could have observed a guest who appeared in distress, sickly, with few personal items, and who rented a room for a day or hourly. Perhaps a guest was bringing in new individuals who lacked identification, or you were informed of suspicious activity by other departments, such as Housekeeping or Room Service...)

Please think back on your experiences – what you have observed or heard - and answer to the best of your ability.



CONSENT STATEMENT FOR QUANTITATIVE SURVEY

You, as the survey respondent, declare you are 18 years old or over and recognise that your participation is voluntary, and you may withdraw from this research at any time.

The data will not be used in any manner which would allow identification of your individual responses.

The information provided by you in this questionnaire will be used for student research purposes leading to the award of a Bachelor's degree in Hospitality Management at Hotelschool The Hague.

Anonymised research data will be archived at a private archive pertaining to the educational institution Hotelschool The Hague, in order to make such data available/accessible to other researchers in line with ethical data sharing practices.

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Survey starts next

I consent to participate in this survey.

Yes

No

Click to write the question text



I'm not a robot



reCAPTCHA
Privacy - Terms

Have you encountered potential cases of sexual exploitation (human trafficking) in your organisation?

Yes

No

Unsure

Are you aware of anyone in your organisation who might have encountered a potential case of sexual exploitation (human trafficking)?

Yes

No

Unsure



What type is the hotel you currently work (have worked) at?
(multiple answers possible)

Economy

Mid-range

Luxury

Resort

Airport

City centre

Suburban

Boutique

Other



What is (was) the position you have (had) in your organisation:

Front Desk Agent / Receptionist

Front Office Supervisor

Front Office Manager

Duty Manager

Front of the House Manager

Concierge / Guest Experience Agent

Guest Experience Supervisor

Guest Experience Manager

Bell attendant

Door attendant

Valet

The following 6 questions are about how your organisation might address (potential) cases of human trafficking with the aim of sexual exploitation.

To your knowledge, what is your organisation's standard policy regarding sexual exploitation (human trafficking)?



I think that the organisation I work for follows a written Ethical Code of Conduct with regards to potential cases of human trafficking.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	----------------------------	-------------------	----------	-------------------

I have received training on this written Ethical Code of Conduct with regards to potential cases of human trafficking.

Yes
No
Unsure

I have observed my managers actively promote ethical behaviour (according to the Ethical Code of Conduct) in the organisation.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	----------------------------	-------------------	----------	-------------------

I have observed my peers actively promote ethical behaviour (according to the Ethical Code of Conduct) in the organisation.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	----------------------------	-------------------	----------	-------------------



I think that my organisation follows strict measures/policies against sexual exploitation (human trafficking).

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	----------------------------	-------------------	----------	-------------------

The following 4 statements are about how your managers might address (potential) cases of human trafficking with the aim of sexual exploitation.

I believe that my manager will do the “right thing” in a potential case of sexual exploitation (human trafficking).

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	----------------------------	-------------------	----------	-------------------

I tend to follow the example set from my manager in making ethical decisions.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	----------------------------	-------------------	----------	-------------------

I feel comfortable to report suspicions about a potential human trafficking case to my manager.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	----------------------------	-------------------	----------	-------------------



I feel empowered by my manager to make decisions and take actions that are ethical and beneficial for everyone involved.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	----------------------------	-------------------	----------	-------------------

The following 6 questions are about how you and your peers might address (potential) cases of human trafficking with the aim of sexual exploitation.

I feel it is part of my job to report cases of sexual exploitation (human trafficking).

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	----------------------------	-------------------	----------	-------------------

I feel it is part of my job to follow up on the reported cases of sexual exploitation (human trafficking).

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	----------------------------	-------------------	----------	-------------------

I am influenced by the actions of my co-workers in making ethical decisions.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	----------------------------	-------------------	----------	-------------------



I believe that my co-workers will do the “right thing” in a potential case of human trafficking.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	----------------------------	-------------------	----------	-------------------

During work, I have received information from other departments (for e.g., Housekeeping, Room Service) about a potential case of human trafficking (suspicious activity) in my organisation.

Yes
No
Not applicable

I know how to respond to such information (who to report to, how to follow up, etc.).

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	----------------------------	-------------------	----------	-------------------



The following 2 questions are about the country in which your organisation is based, and how that might affect your approach to human trafficking (sexual exploitation).

In which country is the hotel property you work (have worked) for (multiple answers possible)?

I adjust my personal ethical behaviour with regards to the common ethical behaviour of the country I work in.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
----------------	-------	----------------	----------------------------	-------------------	----------	-------------------

Is there any other factor that influences your ethical decision-making with regards to human trafficking (sexual exploitation) in your organisation?



App. 2.5: Data Analysis

App. 2.5.1 Assumption Testing

In line with performing the ordinal regression analysis, the four relevant assumptions were tested:

1. The dependent variable is ordered, as the data is coded from (1) to (7), representing respectively the levels of agreement from Strongly Disagree to Strongly Agree. Therefore, this assumption is met.
2. At least one of the independent variables is ordinal, therefore, this assumption is met.
3. The assumption for multicollinearity is tested by checking whether the variance inflation factor (VIF) is a value lower than five, which is the case for the three scale independent variables (IV_NationalContext=1.048; IV_OrganisationalCulture=1.658; IV_Authority=1.607)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.122	.589		7.004	.000		
	IV_NationalContext	-.066	.069	-.088	-.968	.335	.954	1.048
	IV_OrganisationalCulture	.324	.100	.368	3.225	.002	.603	1.658
	IV_Authority	.135	.105	.145	1.288	.201	.622	1.607

a. Dependent Variable: DV_Report cases of SE

Also, each independent variable does not correlate with another independent variable at a magnitude of .80 or higher. Therefore, there is no multicollinearity, and the assumption is met.

Coefficient Correlations^a

Model			IV_Authority	IV_NationalC ontext	IV_Organisati onalCulture
			1	Correlations	IV_Authority
IV_NationalContext	.124	1.000			-.214
IV_OrganisationalCulture	-.615	-.214			1.000
1	Covariances	IV_Authority	.011	.001	-.006
		IV_NationalContext	.001	.005	-.001
		IV_OrganisationalCulture	-.006	-.001	.010

a. Dependent Variable: DV_Report cases of SE

4. The assumption of proportional odds is tested by looking at the Test of Parallel Lines, which shows a result that is not statistically significant ($p > 0.05$), therefore, the assumption is met.



Test of Parallel Lines^a

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	214.134			
General	173.199 ^b	40.935 ^c	44	.604

Conclusion: All assumptions for performing an ordinal logistic regression are met.

App. 2.5.2 Model Fit

When performing the ordinal regression analysis, the Model Fitting Information test shows a statistically significant result ($p < 0.05$), which is the desired outcome.

Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	250.330			
Final	214.134	36.196	11	.000

Also, the Goodness-of-Fit test shows values that are not statistically significant ($p > 0.05$), which shows that the used model fits the dataset well.

Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	315.282	469	1.000
Deviance	211.362	469	1.000

Finally, the R-Square Nagelkerke results shows that the used model explains 32.4% of the variance in the dependent variable.

Pseudo R-Square

Cox and Snell	.296
Nagelkerke	.324
McFadden	.143

Conclusion: The model used is suitable for the dataset and the analysis can be performed.

App. 2.5.3 Ordinal Logistic Regression

Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[DV_ReportingfSE = 2]	2.099	1.738	1.459	1	.227	-1.307	5.506
	[DV_ReportingfSE = 3]	2.956	1.696	3.037	1	.081	-.369	6.280
	[DV_ReportingfSE = 4]	4.139	1.707	5.879	1	.015	.793	7.484
	[DV_ReportingfSE = 5]	5.218	1.736	9.033	1	.003	1.815	8.621
	[DV_ReportingfSE = 6]	6.678	1.786	13.985	1	.000	3.178	10.179
Location	IV_Authority	.385	.207	3.449	1	.063	-.021	.790
	IV_OrganisationalCulture	.644	.213	9.169	1	.002	.227	1.061
	IV_NationalContext	-.172	.142	1.460	1	.227	-.451	.107
	[IV_WorkRoles_NoValet=1]	2.340	1.333	3.082	1	.079	-.272	4.952
	[IV_WorkRoles_NoValet=2]	3.039	1.501	4.097	1	.043	.096	5.981
	[IV_WorkRoles_NoValet=3]	3.086	1.764	3.060	1	.080	-.371	6.543
	[IV_WorkRoles_NoValet=4]	2.376	1.498	2.518	1	.113	-.559	5.312
	[IV_WorkRoles_NoValet=5]	1.643	1.842	.795	1	.372	-1.967	5.252
	[IV_WorkRoles_NoValet=6]	.678	1.508	.202	1	.653	-2.278	3.633
	[IV_WorkRoles_NoValet=7]	22.798	.000	.	1	.	22.798	22.798
	[IV_WorkRoles_NoValet=8]	1.079	1.721	.393	1	.531	-2.293	4.452
	[IV_WorkRoles_NoValet=9]	0 ^a	.	.	0	.	.	.

Link function: Logit.

a. This parameter is set to zero because it is redundant.

App. 2.5.4 Univariate Statistics

Personal encounter with cases of sex trafficking & Knowledge of someone else in the organisation having an encounter with sex trafficking:

From the 103 respondents, 23 (22%) have personally encountered cases of sex trafficking, while 56 (54%) have not had such an encounter, and the remaining are unsure if they have had such an encounter. Meanwhile, 36 respondents (35%) are aware of someone else in their organisation who has encountered cases of sex trafficking, and 49 (47.6%) are not aware of such encounters.



Encountered cases of SE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	23	22.3	22.3	22.3
	No	56	54.4	54.4	76.7
	Unsure	24	23.3	23.3	100.0
	Total	103	100.0	100.0	

Someone else encountered cases of SE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	36	35.0	35.0	35.0
	No	49	47.6	47.6	82.5
	Unsure	18	17.5	17.5	100.0
	Total	103	100.0	100.0	

Knowledge on organisation’s standard policy/ECC regarding sex trafficking:

Among the 103 respondents, 67 were aware of their organisation’s standard policy regarding sex trafficking, while 36 were not knowledgeable on the matter and/or believed that their organisation does not have such a policy. From those that were aware of their organisation’s policy, the most frequent answers were: “Report to manager/supervisor” and “Report to police”, with some more specific answers such as “Do not allow suspected guest in”, “Registration of real names”, “Demand proof of legal age”, and “Look for obvious signs, behaviour, method of payments”.

OC Organisation’s standard policy on SE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	67	65.0	65.0	65.0
	no	36	35.0	35.0	100.0
	Total	103	100.0	100.0	

Training on organisation’s standard policy/ECC regarding sex trafficking:

From the 103 respondents, 39 answered that they received training on their organisation’s ECC, 49 did not receive training, and 15 were unsure if such a training was conducted.

OC Received training on ECC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	39	37.9	37.9	37.9
	No	49	47.6	47.6	85.4
	Unsure	15	14.6	14.6	100.0
	Total	103	100.0	100.0	



Organisation type:

The respondents could identify the type of organisation they either currently work in or have done so in the past by selecting from a multiple-choice matrix, in which more than one answer was possible. The largest representation within the sample have experience in luxury hotel properties (35.5%), followed by mid-range (17.8%) and city centre hotels (16.6%).

\$OrganisationType Frequencies

\$OrganisationType ^a		Responses		Percent of Cases
		N	Percent	
\$OrganisationType ^a	Economy	9	5.3%	8.7%
	Mid-range	30	17.8%	29.1%
	Luxury	60	35.5%	58.3%
	Resort	12	7.1%	11.7%
	Airport	2	1.2%	1.9%
	City Centre	28	16.6%	27.2%
	Suburban	9	5.3%	8.7%
	Boutique	16	9.5%	15.5%
	Other	3	1.8%	2.9%
	Total		169	100.0%



Country of work:

From the sample, the top five most represented countries are the USA (18.4%), Germany (11.7%), the Netherlands (9.7%), the UK (7.8%), and France (6.8%).

Country of work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UK	8	7.8	7.8	7.8
	Scotland	2	1.9	1.9	9.7
	Netherlands	10	9.7	9.7	19.4
	Denmark	1	1.0	1.0	20.4
	Germany	12	11.7	11.7	32.0
	France	7	6.8	6.8	38.8
	Belgium	1	1.0	1.0	39.8
	Spain	5	4.9	4.9	44.7
	Portugal	3	2.9	2.9	47.6
	Switzerland	1	1.0	1.0	48.5
	Austria	4	3.9	3.9	52.4
	Italy	3	2.9	2.9	55.3
	Czech Republic	2	1.9	1.9	57.3
	Bulgaria	6	5.8	5.8	63.1
	UAE	2	1.9	1.9	65.0
	Bahrain	1	1.0	1.0	66.0
	Hong Kong	3	2.9	2.9	68.9
	Malaysia	1	1.0	1.0	69.9
	Indonesia	1	1.0	1.0	70.9
	Thailand	3	2.9	2.9	73.8
	Kenya	1	1.0	1.0	74.8
	USA	19	18.4	18.4	93.2
	Canada	1	1.0	1.0	94.2
	ABC Islands	1	1.0	1.0	95.1
	Caribbean Islands	2	1.9	1.9	97.1
	New Zealand	1	1.0	1.0	98.1
	NA	2	1.9	1.9	100.0
	Total	103	100.0	100.0	



Authority:

A Manager will do the "right thing"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	6.8	6.8	6.8
	Somewhat disagree	6	5.8	5.8	12.6
	Neither agree nor disagree	7	6.8	6.8	19.4
	Somewhat agree	13	12.6	12.6	32.0
	Agree	26	25.2	25.2	57.3
	Strongly agree	44	42.7	42.7	100.0
	Total	103	100.0	100.0	

A Follow example from manager

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.9	1.9	1.9
	Disagree	7	6.8	6.8	8.7
	Somewhat disagree	6	5.8	5.8	14.6
	Neither agree nor disagree	6	5.8	5.8	20.4
	Somewhat agree	23	22.3	22.3	42.7
	Agree	33	32.0	32.0	74.8
	Strongly agree	26	25.2	25.2	100.0
	Total	103	100.0	100.0	

A Feel comfortable to report to manager

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.9	2.9	2.9
	Disagree	3	2.9	2.9	5.8
	Somewhat disagree	4	3.9	3.9	9.7
	Neither agree nor disagree	4	3.9	3.9	13.6
	Somewhat agree	13	12.6	12.6	26.2
	Agree	26	25.2	25.2	51.5
	Strongly agree	50	48.5	48.5	100.0
	Total	103	100.0	100.0	



A Feel empowered to report to manager

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	4.9	4.9	4.9
	Somewhat disagree	11	10.7	10.7	15.5
	Neither agree nor disagree	7	6.8	6.8	22.3
	Somewhat agree	23	22.3	22.3	44.7
	Agree	19	18.4	18.4	63.1
	Strongly agree	38	36.9	36.9	100.0
	Total	103	100.0	100.0	

App. 2.5.5 Crosstabulations

Encountering sex trafficking related to Work Roles:

Within the work role groups, a larger proportion of respondents of every group (apart from for the Bell attendant group) did not personally encounter cases of sex trafficking compared to those who did.

IV_WorkRoles_NoValet * Encountered cases of SE Crosstabulation

Count		Encountered cases of SE			Total
		Yes	No	Unsure	
IV_WorkRoles_NoValet	Front Desk Agent / Receptionist	12	36	16	64
	Front Office Supervisor	1	5	2	8
	Front Office Manager	2	3	1	6
	Duty Manager	2	4	2	8
	Front of the House Manager	0	2	1	3
	Concierge / Guest Experience Agent	2	3	1	6
	Guest Experience Supervisor	1	1	1	3
	Guest Experience Manager	1	2	0	3
	Bell attendant	2	0	0	2
	Total	23	56	24	103

Knowledge of organisational policy/ECC related to Work Roles:

The results show that a larger proportion of respondents from all groups (apart from Guest Experience Manager) have knowledge on their organisation's standard policy regarding sex trafficking as opposed to those who do not have such knowledge.



**IV_WorkRoles_NoValet * OC Organisation's standard policy on SE
Crosstabulation**

Count

		OC Organisation's standard policy on SE		Total
		yes	no	
IV_WorkRoles_NoValet	Front Desk Agent / Receptionist	38	26	64
	Front Office Supervisor	6	2	8
	Front Office Manager	5	1	6
	Duty Manager	5	3	8
	Front of the House Manager	3	0	3
	Concierge / Guest Experience Agent	5	1	6
	Guest Experience Supervisor	3	0	3
	Guest Experience Manager	1	2	3
	Bell attendant	1	1	2
	Total		67	36

Training on ECC related to Work Roles:

From the 64 respondents who worked as Receptionists, 31 did not receive training on their organisation's ECC regarding sex trafficking, while 11 were unsure if such training took place, which makes the majority of respondents from this group not trained on their organisation's policy regarding such ethical situations.

The case is similar with other groups such as Front Office Supervisor, Duty Manager, and Front of the House Manager, in which a larger proportion of the respondents have not received training on their organisation's ECC as opposed to those who have received training.

Meanwhile, there are two group in which the majority of respondents did receive training on their organisation's ECC – Concierge and Guest Experience Manager.

IV_WorkRoles_NoValet * OC Received training on ECC Crosstabulation

Count

		OC Received training on ECC			Total
		Yes	No	Unsure	
IV_WorkRoles_NoValet	Front Desk Agent / Receptionist	22	31	11	64
	Front Office Supervisor	2	6	0	8
	Front Office Manager	3	2	1	6
	Duty Manager	3	4	1	8
	Front of the House Manager	1	2	0	3
	Concierge / Guest Experience Agent	4	2	0	6
	Guest Experience Supervisor	1	1	1	3
	Guest Experience Manager	2	0	1	3
	Bell attendant	1	1	0	2
	Total		39	49	15



Encounter sex trafficking related to Country of work:

From the sample's most represented countries (USA, Germany, the Netherlands, UK, France), the corresponding respondents reported whether they have encountered cases of sex trafficking. Most respondents from all groups reported to have not personally encountered such cases.

Country of work * Encountered cases of SE Crosstabulation

Count

		Encountered cases of SE			Total	
		Yes	No	Unsure		
Country of work	UK	2	4	2	8	
	Scotland	0	2	0	2	
	Netherlands	1	4	5	10	
	Denmark	0	1	0	1	
	Germany	1	7	4	12	
	France	0	4	3	7	
	Belgium	0	1	0	1	
	Spain	0	5	0	5	
	Portugal	1	1	1	3	
	Switzerland	0	1	0	1	
	Austria	1	2	1	4	
	Italy	2	0	1	3	
	Czech Republic	0	0	2	2	
	Bulgaria	3	3	0	6	
	UAE	1	1	0	2	
	Bahrain	0	1	0	1	
	Hong Kong	0	3	0	3	
	Malaysia	1	0	0	1	
	Indonesia	0	1	0	1	
	Thailand	2	1	0	3	
	Kenya	1	0	0	1	
	USA	6	9	4	19	
	Canada	1	0	0	1	
	ABC Islands	0	1	0	1	
	Caribbean Islands	0	1	1	2	
	New Zealand	0	1	0	1	
	NA	0	2	0	2	
	Total		23	56	24	103



Knowledge of organisational policy/ECC related to Country of work:

From the sample's most represented countries (USA, Germany, the Netherlands, UK, France), the corresponding respondents reported whether they have knowledge on their organisation's ECC related to sex trafficking. Most respondents from all groups reported to have knowledge on their organisation's policy regarding sex trafficking.

Country of work * OC Organisation's standard policy on SE Crosstabulation

Count		OC Organisation's standard policy on SE		Total
		yes	no	
Country of work	UK	6	2	8
	Scotland	1	1	2
	Netherlands	6	4	10
	Denmark	0	1	1
	Germany	8	4	12
	France	5	2	7
	Belgium	1	0	1
	Spain	1	4	5
	Portugal	2	1	3
	Switzerland	1	0	1
	Austria	2	2	4
	Italy	3	0	3
	Czech Republic	2	0	2
	Bulgaria	4	2	6
	UAE	1	1	2
	Bahrain	1	0	1
	Hong Kong	1	2	3
	Malaysia	0	1	1
	Indonesia	0	1	1
	Thailand	2	1	3
	Kenya	1	0	1
	USA	15	4	19
	Canada	0	1	1
	ABC Islands	1	0	1
	Caribbean Islands	1	1	2
	New Zealand	0	1	1
	NA	2	0	2
Total	67	36	103	



Training on ECC related to Country of work:

From the sample's most represented countries (USA, Germany, the Netherlands, UK, France), the corresponding respondents reported whether they have received training on their organisation's ECC related to sex trafficking. The results show that most USA respondents received such training, while most respondents from the Netherlands and France did not receive training. Meanwhile, half of the respondents from the UK received training while the other half did not. None of the respondents from Germany received training.

Country of work * OC Received training on ECC Crosstabulation

Country of work		OC Received training on ECC			Total
		Yes	No	Unsure	
UK		4	4	0	8
Scotland		0	2	0	2
Netherlands		3	6	1	10
Denmark		0	1	0	1
Germany		0	12	0	12
France		2	4	1	7
Belgium		0	1	0	1
Spain		2	1	2	5
Portugal		1	1	1	3
Switzerland		1	0	0	1
Austria		0	3	1	4
Italy		2	1	0	3
Czech Republic		1	0	1	2
Bulgaria		3	2	1	6
UAE		0	2	0	2
Bahrain		0	0	1	1
Hong Kong		2	1	0	3
Malaysia		0	1	0	1
Indonesia		1	0	0	1
Thailand		1	0	2	3
Kenya		1	0	0	1
USA		12	3	4	19
Canada		0	1	0	1
ABC Islands		0	1	0	1
Caribbean Islands		1	1	0	2
New Zealand		0	1	0	1
NA		2	0	0	2
Total		39	49	15	103



App. 2.5.6 Thematic Analysis

Other factors that would influence the respondents' decision to report sex trafficking in their organisation:

Word Cloud

Mentimeter



Figure 16: Thematic Analysis Word Cloud



Appendix 3: Solution Implementation & Dissemination

App. 3.1: Stakeholder Analysis

The stakeholders relevant to this research were identified and divided into two main categories: **primary** and **secondary**. Those who fall under the primary category are stakeholders closely related to the process of executing a LYCar company project, namely the commissioner of the research topic and her Phase 1 ethics students, and the LYCar coach. Meanwhile, secondary stakeholders are those who could benefit from the knowledge of this research but are not directly linked to it. Therefore, the secondary stakeholders are the researcher's peer group, the community within the commissioning institution – Hotelschool The Hague, comprised of staff and student body; hospitality industry professionals, and the wider public, due to the study's humanitarian focus.

The division of stakeholders into primary and secondary emerged as a result of a stakeholder analysis through a Power/Attention Matrix (Figure 17). Upon placing each stakeholder on the axis, the primary stakeholders were identified in the top right and centre-left corner of the matrix, namely the stakeholders that have the highest power and interest in the project. Alternatively, the secondary stakeholders were largely placed on the mid- to lower right corner of the matrix, indicating their level of power and interest in the project. Therefore, the stakeholders with the highest power and interest were identified as primary, and those with a lower impact were identified as secondary.

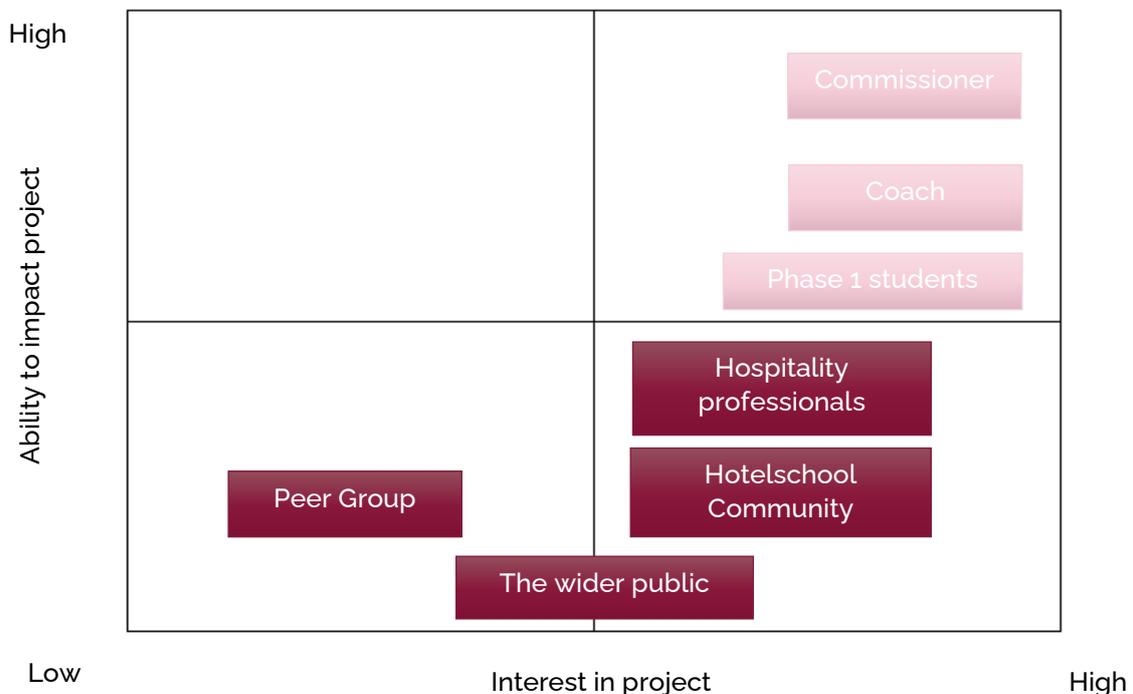


Figure 17: Stakeholder Power/Attention Matrix

App. 3.2: Solution Implementation

The standard operating procedure pertaining to recognising the sign of sexual exploitation, from the perspective of FOH staff, could contain the following information:



SIGNS OF HUMAN TRAFFICKING

For **Hotel** and **Motel** Staff

Hotel and motel employees are often in the best position to see potential signs of human trafficking, especially since your duties give you access to different areas of the properties. You may also have direct or indirect contact with both traffickers and victims.

GENERAL INDICATORS

- Individuals show signs of fear, anxiety, tension, submission, and/or nervousness.
- Individuals show signs of physical abuse, restraint, and/or confinement.
- Individuals exhibit evidence of verbal threats, emotional abuse, and/or being treated in a demeaning way.
- Individuals show signs of malnourishment, poor hygiene, fatigue, sleep deprivation, untreated illness, injuries, and/or unusual behavior.
- Individuals lack freedom of movement or are constantly monitored.
- Individuals avoid eye contact and interaction with others.
- Individuals have no control over or possession of money or ID.
- Individuals dress inappropriately for their age or have lower quality clothing compared to others in their party.
- Individuals have few or no personal items—such as no luggage or other bags.
- Individuals appear to be with a significantly older “boyfriend” or in the company of older males.
- A group of girls appears to be traveling with an older female or male.
- A group of males or females with identical tattoos in similar locations. This may indicate “branding” by a trafficker.



SIGNS OF HUMAN TRAFFICKING

For **Concierge**, **Bellman**, **Front Desk**, **Security**, and **Valet** Staff

Concierge, bellman, front desk, security, and valet staff are typically the first to see guests when they enter the hotel. When checking in or requesting hotel amenities, a guest may exhibit behavior indicating human trafficking.

GENERAL INDICATORS

- Patrons checking into room appear distressed or injured.
- The same person reserving multiple rooms.
- Few or no personal items when checking in.
- Room paid for with cash or pre-loaded credit card.
- Excessive use of hotel computers for adult oriented or sexually explicit websites.
- Patrons not forthcoming about full names, home address or vehicle information when registering.
- Minor taking on adult roles or behaving older than actual age (paying bills, requesting services).
- Patron appears with a minor that he or she did not come with originally.
- Rentals of pornography when children are staying in the room.
- Individuals dropped off at the hotel or visit repeatedly over a period of time.
- Individuals leaving room infrequently, not at all, or at odd hours.
- Minor with a patron late night or during school hours (and not on vacation).
- Individuals checking into room have no identification.
- Room is rented hourly, less than a day, or for long-term stay that does not appear normal.
- Patrons request information or access to adult services or sex industry.
- Room rented has fewer beds than patrons.
- Individuals selling items to or begging from patrons or staff.
- Individuals enter/exit through the side or rear entrances, instead of the lobby.
- Car in parking lot regularly parked backward, so the license plate is not visible.

This guideline is part of the Blue Campaign of the US Department of Homeland Security, addressing human trafficking in the hospitality industry (DHS, 2016).



The proposed solution for an SOP for a chain of reporting has the following steps:

1. Operational staff (Front of the House, Housekeeping, Room Service, Food & Beverage, Maintenance) should be able to identify signs of sex trafficking.

- The staff should have an internal agreed-upon jargon/vocabulary to explain the situation. No use of euphemisms, instead describing the potential victims as a "prostitute".
- When interacting with a potential victim, staff should be empathetic and compassionate – use active listening skills and evaluate the situation based on the person's disposition, body language, or other visible signs – then report.

2. Operational staff should report to management and present evidence (no pictures, only description of the situation). There could also be a dedicated number of managers (regardless of department) who are specifically trained on the matter.

3. If possible, management should confirm the suspicion in an inauspicious manner (usually through observations of the victim/ the room they are in if possible).

4. Management takes the next steps and reports the case to the relevant authorities.
- In the final step, it is important to supply hotels with all necessary contact details of relevant authorities and organisations and explain the who-what-where of the resources.

If possible, hotels and staff, who are involved in reporting cases of sex trafficking, should be rewarded and/or acknowledged for their cooperation and their exemplary ethical business conduct.

Please refer to Figures 18 and 19 for a brief guideline of what the SOP could look like.

This information was obtained from the Future of Work Challenge Portfolio by Borisova (2021).

STANDARD OPERATING PROCEDURE FOR HOTELS

IDENTIFY & REPORT SEX TRAFFICKING

1. IDENTIFY

Hotel staff should be able to identify signs of potential sex trafficking. Be alert and empathetic towards victims.



2. REPORT TO MANAGEMENT

Describe what you observed to a manager, use the appropriate internal jargon, do not marginalise the situation.



3. MANAGEMENT CONFIRMS

If possible, management should confirm the suspicions in order to make an informed decision.



4. MANAGEMENT REPORTS

When the case is confirmed, management takes actions by reporting the case to the relevant authorities.



ETHICAL BUSINESS

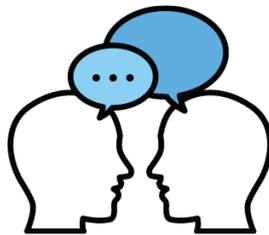
Hotels and staff who cooperate and address the issue could be accredited and/or rewarded.

Figure 18: Standard Operating Procedure - Identifying & Reporting Sex Trafficking (Borisova, 2021)

STANDARD OPERATING PROCEDURE FOR HOTELS INTERACTING WITH VICTIMS OF SEX TRAFFICKING

1. ACTIVE LISTENING

Use active listening skills and be alert for signs that the person might be exploited against their will.



2. FRIENDLY FACIAL EXPRESSION

Be mindful of your own facial expression and that of the person in front of you. Show empathy and compassion.



3. CALM TONE OF VOICE

Use a calm, non-threatening tone of voice. Show engagement by using verbal and non-verbal communication.



4. BODY LANGUAGE

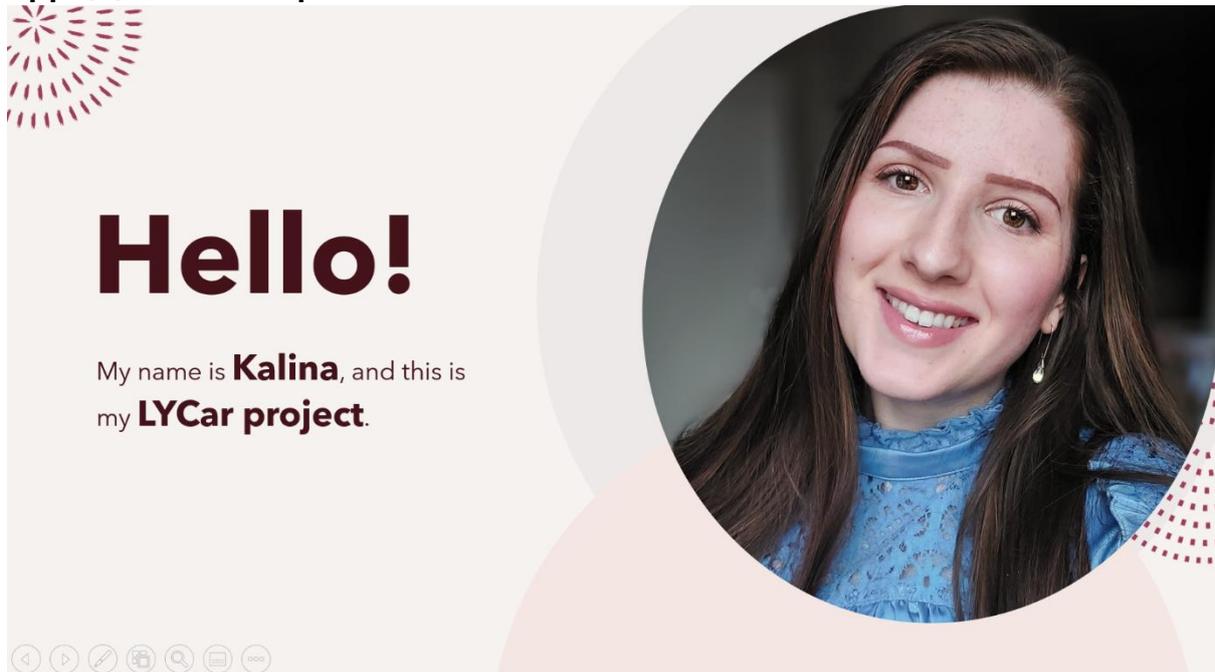
Be mindful of your body language and that of the person in front of you. Ensure that your posture is open and non-threatening.



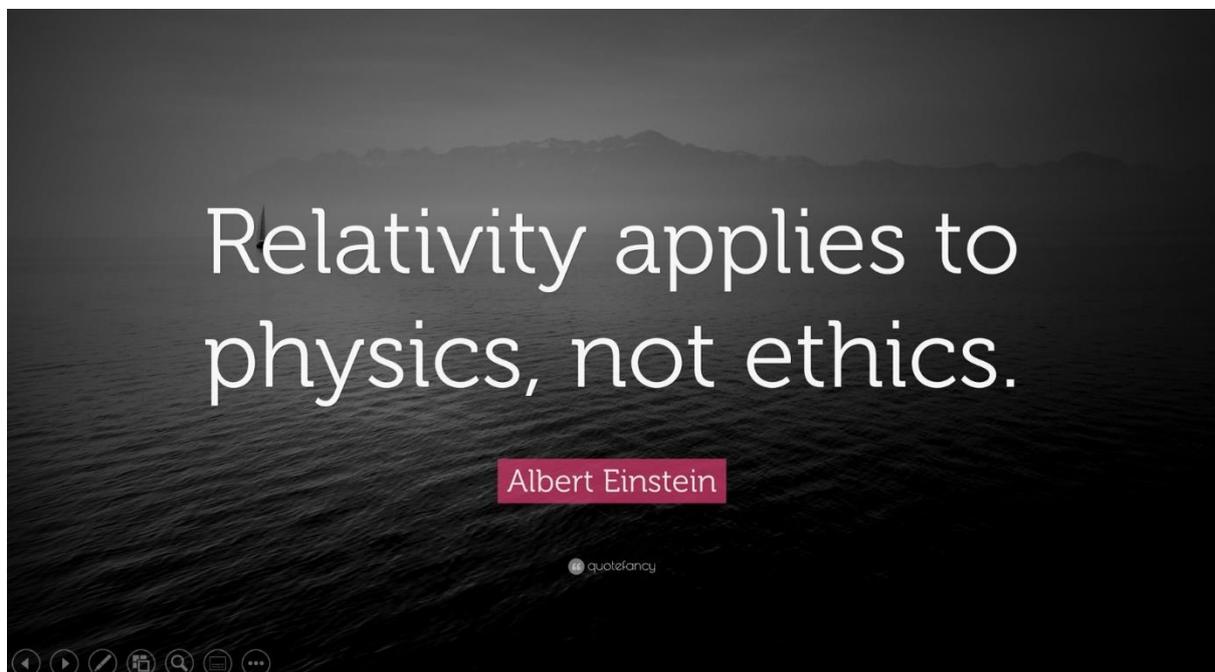
Figure 19: Standard Operating Procedure - Interacting with Victims of Sex Trafficking (Borisova, 2021)

App. 3.3: Solution Dissemination

App. 3.3.1 Workshop Dissemination - PowerPoint Slides



Text: Hello everyone, my name is Kalina, and I am currently in LYCar – the final step of my journey at Hotelschool The Hague. I am grateful to Ms van Geuns who commissioned my research topic and guided me in this process to the point where I am today – to present my study to you and share my findings.



Text: The topic that I will discuss today is related to ethics in the hospitality industry. In this workshop, I will present to you my research topic in brief, my main findings, and of course, talk about the future implications and what you – or we – as future hospitality leaders can do to ensure that ethics don't take a backseat to PR and profits.

Case

You work at the reception of a hotel. Two guests are checking in. One of the guests appears to have no personal belongings, has limited freedom of movement, and shows signs of fearfulness and disorientation. The other is in possession of the first guest's ID and travel documents and is paying for the room in cash.

What kind of situation is this? What is your reaction? What could be the result of your actions? What values are involved in the decision-making process?

4

Text: You may have already encountered some heavy topics and deep ethical dilemmas with Ms van Geuns in her classes. I want to discuss an ethical dilemma with you along with some critical questions attached to it...

Ethically-Driven Hospitality

No Room for Sex Trafficking



Text: The topic that we will talk about today is also a heavy one – and unfortunately, an occurring issue in our industry. My study is on the topic of human trafficking in hospitality, and more specifically – human trafficking with the purpose of sexual exploitation. I am sure this topic has come up in one of Ms van Geuns' classes (or will come up)...

At a glance...



Text: Unfortunately, sex trafficking still happens to this day and the hotel industry is often used as a medium for this crime. It happens in every country and in every type of hotel – from motels to luxury resorts. Research has estimates that in Europe alone, on an annual basis, there are more than 90,000 cases of sexual exploitation in hotels, while 4.5 million people worldwide are trafficked with the purpose of sexual exploitation. However, numbers and data on the issue are unreliable because of the hidden nature of this crime.

- Profit...
- Image...
- Guest protection...
- or?

relation or f
point of view
Ethics [eth'
moral choi
value of hu
principles

Text: Often, hotels choose to protect the privacy of their guests and their own brand image over taking a stance in potential cases of human trafficking. Of course, most hotels do not condone it, but at the same time, many hotels choose to ignore it for various reasons – be it to protect their guests, their image, their profits, or simply because it's uncomfortable to many people. Many do



not know how to properly address human trafficking of even if they should address it in the first place.

“

You have to be careful with identifying a certain situation as 'potential' since it can be **HARMFUL FOR THE HOTEL** if this is not the case.

Whether I think my manager or other team members will care. If I raise the issue and it **FALLS ON DEAF EARS** because colleagues consider prostitution "something that just happens", it is disheartening, demotivating and you feel **POWERLESS**.

We don't have a policy - so **NOTHING IS DONE**.

We were never given any information about standard policies nor did we receive any training on spotting potential human trafficking, the hotel is too **CONCERNED ABOUT OCCUPANCY RATES AND CUSTOMER SATISFACTION SCORES**.

”

Text: My research focused on situational factors that influence the decision of FOH staff to report sex trafficking, specifically in international hotel chains. Upon analysing my research data, I discovered that some of the survey respondents had a pessimistic view on the ethical values of the hotels they worked for. Some felt that their manager would not care in a potential human trafficking case or that the hotel lacked policy guidelines on the issue, as a result of which the staff felt powerless in these situations.

1 IN 5
have personally
encountered sex
trafficking

1 IN 3
know someone who
has encountered sex
trafficking

Text: My research shows that 1 in 5 front office employees have personally encountered sex

trafficking in the hotel they worked for, while 1 in 3 know a colleague in their organisation who has encountered such a case. I myself have friends from Hotelschool who experienced this on their first internships, which I can imagine can be a very difficult ethical dilemma when the organisation does not take a clear stance on a serious issue such as human trafficking – because it does happen and ignoring it will not make it go away.



Text: This is where you as future hospitality leaders come in! The hospitality industry may be a place of victimization when it comes to sex trafficking, but it is also a place of identification!



Text: The process of addressing and eradicating the issue starts with identifying and reporting it. For this reason, front-line staff in hotels play a critical role. This is likely going to be you during



your first internship – if you will be conducting your placement at the FO, for example. But even if you are in F&B or housekeeping, those are also departments in which you can encounter and identify sex trafficking. Only after a potentially harmful situation has been identified and reported can the information be taken to the appropriate higher authorities (such as the police) and actions are taken from there.

HOTEL AND MOTEL STAFF

- Individuals show signs of malnourishment, poor hygiene, fatigue, sleep deprivation, untreated illness, injuries, and/or unusual behavior.
- Individuals lack freedom of movement or are constantly monitored.
- Individuals have no control over or possession of money or ID.
- Individuals dress inappropriately for their age or have lower quality clothing compared to others in their party.

HOUSEKEEPING, MAINTENANCE, AND ROOM SERVICE STAFF

- Requests room or housekeeping services (additional towels, new linens, etc.), but denies hotel/motel staff entry into room.
- Presence of multiple computers, cell phones, pagers, credit card swipers, or other technology.
- Extended stay with few or no personal possessions.
- Excessive amounts of sex paraphernalia in rooms (condoms, lubricant, lotion, etc.)

US Department of Homeland Security: Blue Campaign

Text: As we mentioned, our key role as hospitality students and future leaders is to be able to identify and report potential sex trafficking. I can share with you some examples of possible signs that the different departments can identify (US Department of Homeland Security – Blue Campaign).

CONCIERGE, BELLMAN, FRONT DESK, SECURITY & VALET STAFF

- The same person reserves multiple rooms.
- Room is rented hourly, less than a day, or for long-term stay that does not appear normal.
- Individuals selling items to or begging from patrons or staff.
- Car parking lot regularly parked backward, so the license plate is not visible.

FOOD & BEVERAGE STAFF

- Individuals loitering and soliciting male patrons.
- Individuals waiting at a table or bar and picked up by a male (trafficker or customer).
- Individuals asking staff or patrons for food or money.
- Individuals taking cash or receipts left on tables.

Examples, part 2.



Text: Of course, you need to be able to identify such cases, for which you need training. Most international hotel chains – for e.g., Marriott and Hilton – offer such training to their staff across their properties.



2.1.2 PROSTITUTION, PANDERING

Prostitution is the act of engaging in sexual relations in exchange for money.

Pandering is the act of aiding a prostitute or contributing to the prostitution of another by arranging a sex act with a customer in exchange for money or other reward. Procuring is a criminal offence in many countries. It is therefore an offence for the operator of a hotel or other accommodation knowingly to allow premises to be used for the purposes of prostitution and to accept money or reward in exchange for permission.

Accor pledges:

- / not to encourage, organise or, above all, profit from the trafficking of human beings, including for sexual exploitation – i.e. prostitution;
- / to bring information about any reprehensible conduct in this regard to the attention of the authorities.

YOU SHOULD ALWAYS

- / ensure that the company's businesses and all Accor premises are never used for organised prostitution purposes;
- / bring information about any discreditable or reprehensible conduct in this regard to the attention of the appropriate authorities.

YOU SHOULD NEVER

- / disregard or keep from management any incidence of prostitution or procuring that you may suspect in the hotel or accommodation where you work.

IS THIS ETHICAL?

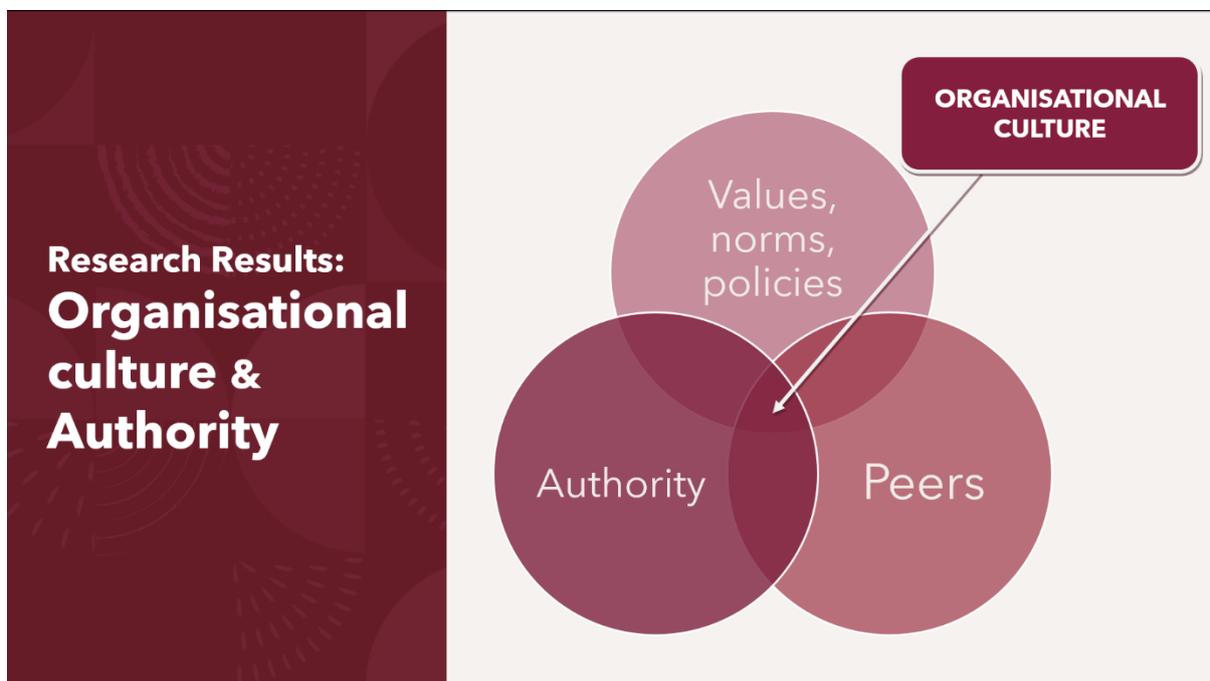
Situation: a guest arrives at the hotel with a person she introduces as his or her spouse. However, a hotel housekeeping employee tells you that this person has been receiving multiple visitors, suggesting that the/she may be using the hotel room for prostitution. What do you do?

Solution: you should immediately report any behaviour supporting a legitimate belief that a person may use our premises for organised prostitution purposes to management for appropriate action to be taken, including, where necessary, reporting the matter to the authorities for investigation.



Text: However, for training to happen, the organisation also needs to have a written Ethical code of conduct and standard policies, and it also needs adequate management to enforce those policies and staff to uphold them.

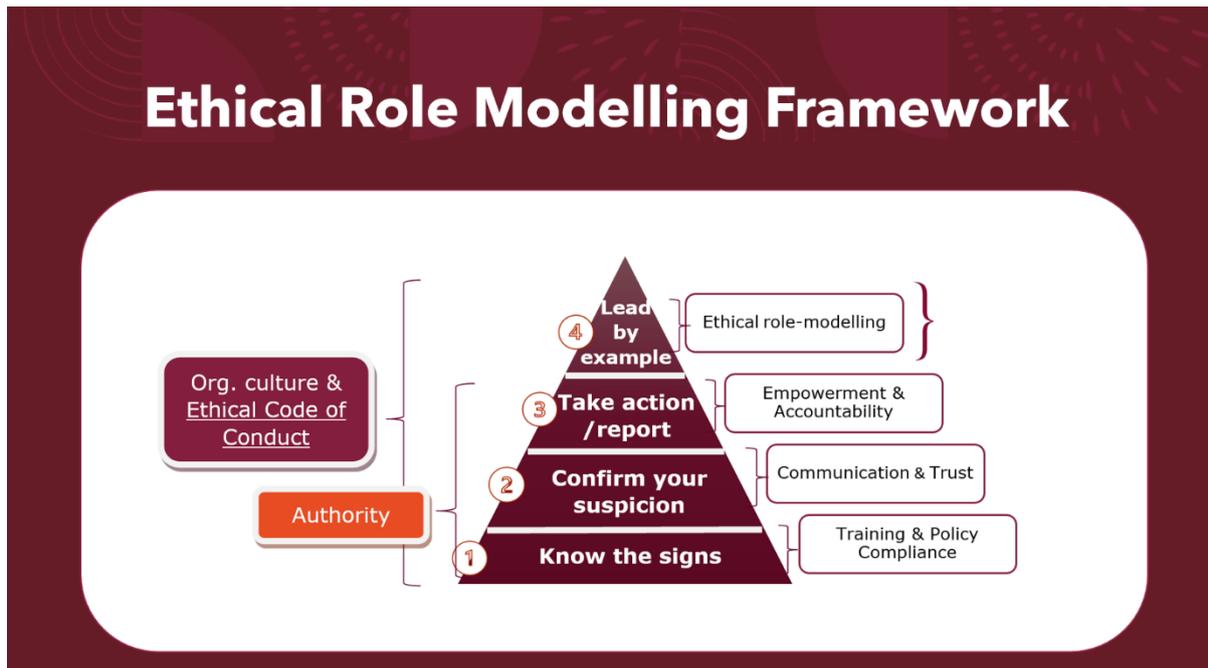
For e.g., Accor Ethics Charter.



Text: As you can see - all these factors – training, organisational policy, leadership, peers - make up the organisational culture of the company, and that organisational culture plays a critical role in shaping the ethical norms of how business is conducted. This is also the main finding of my research – that organisational culture is an influencing factor in whether front office staff will report a potential case of sex trafficking – in other words, organisational culture is what

determines whether the first step in eradicating the issue – reporting it – will happen. Because without it, the proper authorities will not be notified, and no further steps will be taken – the victims will likely not be helped, and the culprits will not be stopped.

Therefore, these elements are all interlinked and necessary for creating and sustaining corporate ethics. Whether you are working in operations or are part of management, you can and should be an ethical role-model and uphold not only the standards of the organisation but also your own moral values.



Text: This is also the goal of the framework I created, which I would like to present to you. I formulated it as a possible solution to the issue and it is meant to be applicable for all types of hotels and for all departments.

The framework represents a pyramid, at the base of which is policy knowledge and compliance, as well as training, related to recognising signs of human trafficking and sexual exploitation. Subsequently, staff should confirm the suspicion before reporting by obtaining evidentiary support in line with policy guidelines. In this step, communication and trust among peers and management is fundamental. Once the suspicion is confirmed, it is time to proactively report to the relevant authority. At this stage, clear duty delegation is necessary in the chain of reporting. Additionally, staff should empower one another and promote mutual accountability. Finally, the core function of this framework is to establish ethical role-modelling in peer-to-peer and manager-to-employee relations, i.e., leading by example, regardless of job description or specific duty – both operational staff and management should exhibit this behaviour. As a result, an action-oriented organisational practice based on ethical role-modelling is established.

As future hospitality leaders, we should exhibit ethical role-modelling regardless of where we are in the organisation – whether as an intern at the FO department or as a manager.

Research perspective & application



Text: Linking back to the overall perspective of this research – the core purpose behind it – ethical role-modelling is essential for the first steps of tackling the problem. Again, hospitality business can be both a place of victimisation but also identification – so, as hospitality providers and also ethical leaders, it is our job to speak up and protect vulnerable groups in society from harm. It's completely within our power to do so and the core of hospitality is providing safety and security, so by being ethical role-models we are doing just that – ensure safety and security for all our guests and tackling and uncomfortable yet pressing issue that our industry is facing.

Ethically-Driven Hospitality

No Room for Sex Trafficking

Let's connect!

672047@hotelschool.nl

/in/kalinaborisova



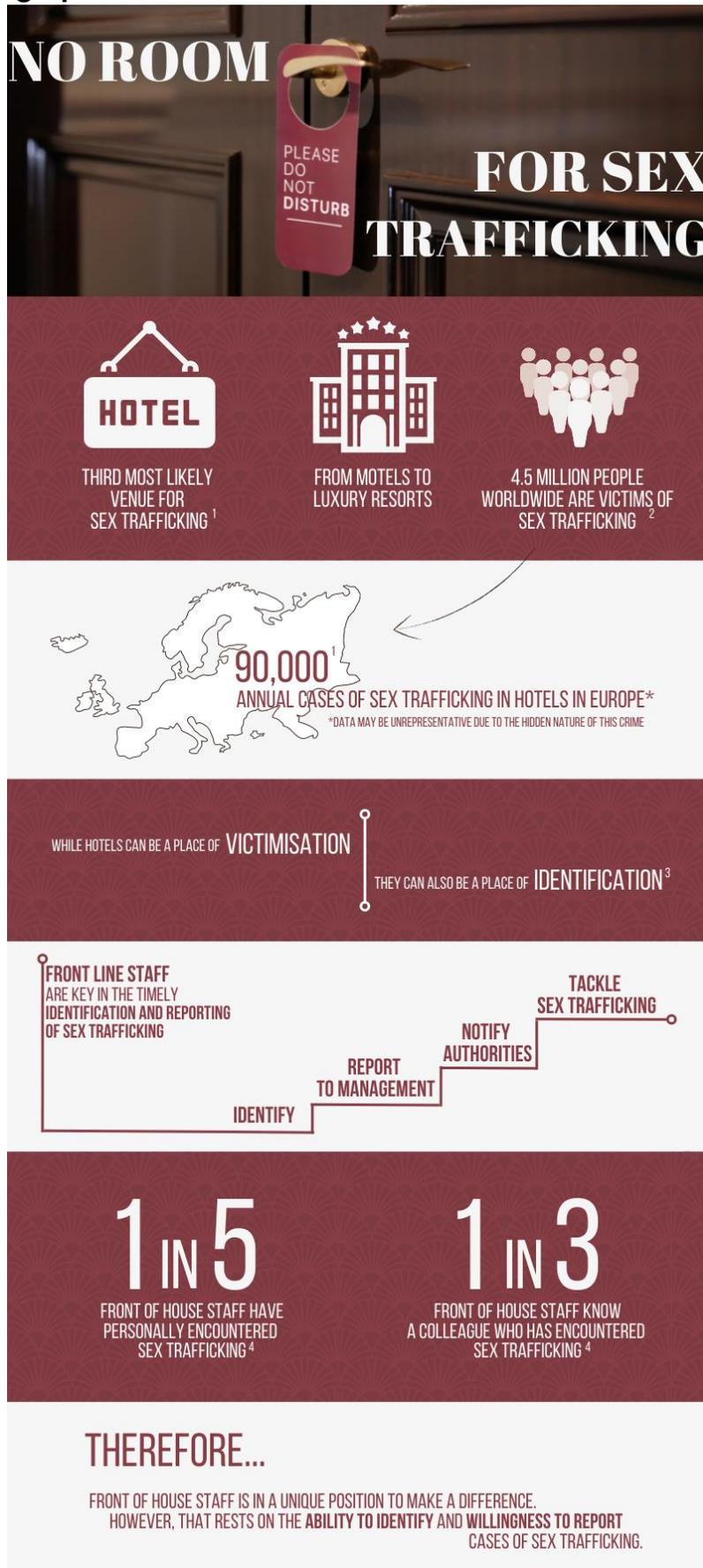
Text: To conclude this brief workshop, I am happy to have been able to present to you my research and hopefully provide more information about one of the challenges we are facing in the hotel business. Human trafficking is not a light topic of discussion, and it takes strength and bravery to address it. I believe that as Hotelschool The Hague student and future hospitality students we are equipped with the necessary skills and qualities to be ethical role-models and leaders. If you have more questions on the specifics of the research, I would be happy to answer them now or connect with you later and share more details!

App. 3.3.2 Workshop Dissemination - Recordings

Two of the workshops with the primary stakeholders was recorded as proof of dissemination. The recordings can be found via the following links [\(1\)](#) and [\(2\)](#), and they are also available upon request.



App. 3.3.3 Infographic Dissemination



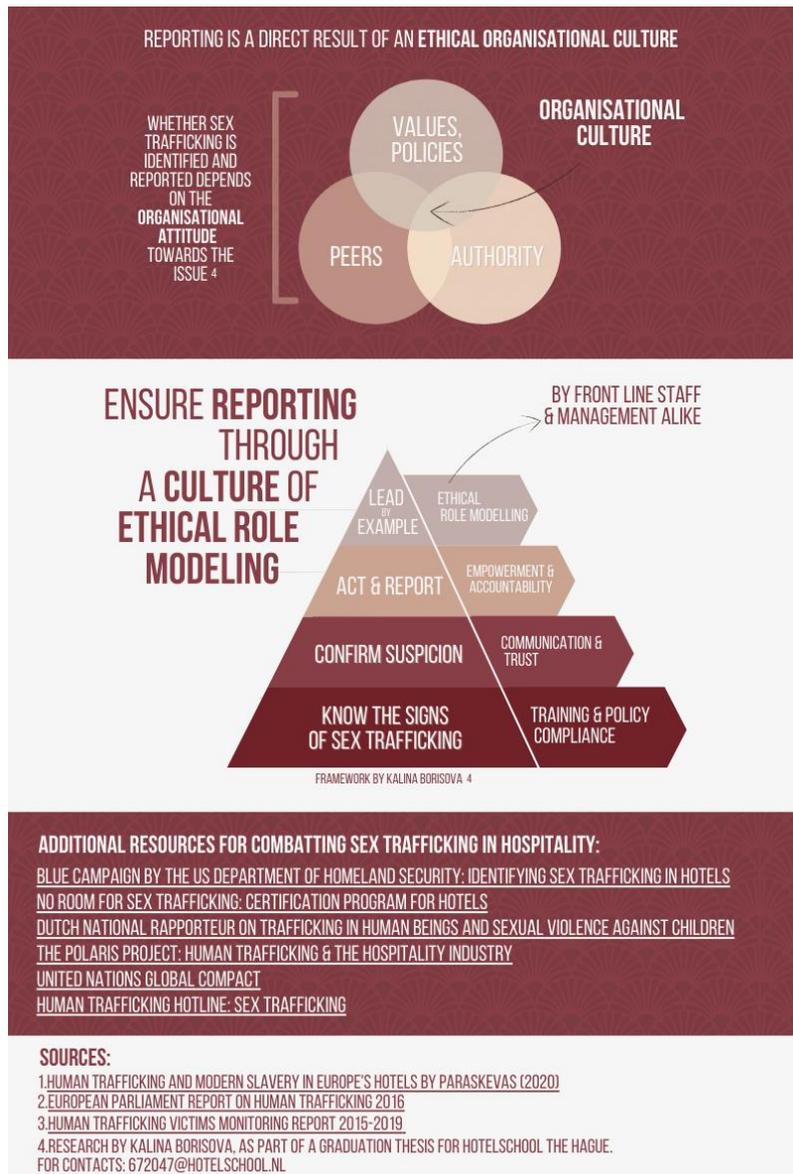


Figure 20: Research Infographic

App. 3.3.4 Infographic Dissemination - Social Media Posts

1. LinkedIn post on researcher's timeline [\(link\)](#)



Kalina Borisova

Bachelor's Student at Hotelschool The Hague

1d • Edited • 



The time is always right to do what is right. - Martin Luther King

Dear fellow hospitality providers,

For the past eight months, I have been conducting research for my graduation thesis at [Hotelschool The Hague](#).

My research subject was not an easy one for various reasons - scarce statistics, limited literature, a taboo topic, misconceptions, and prejudices.

However, the uncomfortable truth is that the hotel industry is particularly vulnerable to sex trafficking - officially defined as a "form of modern-day slavery in which individuals perform commercial sex through the use of force, fraud, or coercion", and commonly known as a taboo topic of conversation we would rather ignore or avoid.

This research was inspired by the work of the Dutch National Rapporteur on Trafficking in Human Beings and Sexual Violence against Children. They recognise the hotel industry as both a place of VICTIMISATION and IDENTIFICATION.

Therefore, I decided to further research the extent to which sex trafficking affects the hotel industry and how to help front-line staff (the "first line of defense") effectively identify and report cases of abuse.

My research focused on Front of the House staff (reception, concierge, valet, etc.) in multinational hotel chains. To find out what affects their decision to report cases of sex trafficking, I performed quantitative research which explored situational factors as influencers of ethical decision-making. My research shows that an ethical organisational culture – an amalgamation of company values and policies, as well as behaviours and attitudes of peers and managers – has a statistically significant correlation with the decision to report sex trafficking.



Recognising the signs of human trafficking, having clearly defined policies for addressing potential cases, and eliminating fear of repercussion for reporting an incident are critical measures in combatting sex trafficking. The literature argues the importance of creating a culture of accountability, empowerment, and ethical role-modeling, which should be inherent to staff and management alike in order to properly “set the tone” for an ethical organisation.

Therefore, I have created a framework, which centres around promoting awareness, proactiveness, and strict ethical boundaries regarding sex trafficking in hotels, and ultimately results in a department-wide adoption of ethical role-modeling.

The fundamentals of this framework can be tailored to any size or type of hotel, making it widely applicable.

I believe that through awareness and conscious effort we have the power to make a positive difference!

For any queries regarding my study, please contact me at 672047@hotelschool.nl

Thank you!

[#hotel](#) [#hospitality](#) [#culture](#) [#ethics](#) [#ethicaldecisionmaking](#) [#frontoffice](#)
[#frontdesk](#) [#research](#) [#humantraffickingawareness](#)
[#humantraffickingprevention](#) [#sextrafficking](#) [#sextraffickingawareness](#)
[#globalcompact](#) [#socialimpact](#) [#corporatesocialresponsibility](#)



No Room for Sex Trafficking Infographic • 1 page

FOR SEX TRAFFICKING

PLEASE DO NOT DISTURB

HOTEL
THIRD MOST LIKELY VENUE FOR SEX TRAFFICKING*

FROM HOTELS TO LUXURY RESORTS

4.5 MILLION PEOPLE WORLDWIDE ARE VICTIMS OF SEX TRAFFICKING

90,000 ANNUAL CASES OF SEX TRAFFICKING IN HOTELS IN EUROPE*
*BASED ON AN IMPROVED ESTIMATE DUE TO THE HIDDEN NATURE OF THIS ISSUE

WILL INTERVIEW IN PLACE OF VICTIMISATION | THEY CAN LIVE IN PLACE OF IDENTIFICATION*

FRONT LINE STAFF ARE KEY IN THE TIMELY IDENTIFICATION AND REPORTING OF SEX TRAFFICKING

IDENTIFY → REPORT TO MANAGEMENT → NOTIFY AUTHORITIES → TACKLE SEX TRAFFICKING

1 IN 5 FRONT OF HOUSE STAFF HAVE PERSONALLY ENCOUNTERED SEX TRAFFICKING*

1 IN 3 FRONT OF HOUSE STAFF KNOW A COLLEAGUE WHO HAS ENCOUNTERED SEX TRAFFICKING*

THEREFORE...

FRONT OF HOUSE STAFF IS IN A UNIQUE POSITION TO MAKE A DIFFERENCE. HOWEVER, THAT RESTS ON THE ABILITY TO IDENTIFY AND WILLINGNESS TO REPORT CASES OF SEX TRAFFICKING.

REPORTING IS A DIRECT RESULT OF AN ETHICAL ORGANISATIONAL CULTURE

WHY THEN IS SEX TRAFFICKING IDENTIFIED AND REPORTED TO POLICE ON THE ORGANISATIONAL LEVEL THROUGH THE FRONT?

ETHICAL POLICES | ORGANISATIONAL CULTURE | PEERS | AUTHORITIES

ENSURE REPORTING THROUGH A CULTURE OF ETHICAL ROLE MODELING

KNOW THE SIGNS OF SEX TRAFFICKING → CONFIRM SUSPICION → ACT & REPORT → BY FRONT LINE STAFF & MANAGEMENT ALIKE

TRAINING & POLICY COMPLIANCE → COMMUNICATIONS TRUST → TRANSPARENCY & ACCOUNTABILITY → ETHICAL ROLE MODELING → ETHICAL CULTURE

ADDITIONAL RESOURCES FOR COMBATING SEX TRAFFICKING IN HOSPITALITY:

BLUE CAMPAIGN OF THE US DEPARTMENT OF HOMELAND SECURITY ON TACKLING SEX TRAFFICKING IN HOTELS
 NATIONAL POLICE TRAINING AND ETHICAL PROGRAM FOR HOTELS
 HOTEL BUSINESS SUPPORT FOR ETHICAL ROLE MODELING BY HOTEL STAFF, VOLUNTEER ASSISTANCE CHALLENGE
 THE POLARIS PROJECT: HUMAN TRAFFICKING IN THE HOSPITALITY INDUSTRY
 UNITED NATIONS GLOBAL COMPACT
 HUMAN TRAFFICKING HOTLINE: SEX TRAFFICKING

1 / 1

45

6 comments



Reactions



1,673 views of your post in the feed



Anemoon Schepel • 1st

2h ...

Senior lecturer Hotelschool the Hague Chair LYCar (Launching your Car...

Did you share it with management in hotels? Great infographic with steps to follow.

Like · 1 | Reply · 1 Reply



Kalina Borisova **Author**

2h ...

Bachelor's Student at Hotelschool The Hague

Hoping that my post will also reach hospitality professionals on LinkedIn in managerial roles. The hashtags help with that!

Like · 1 | Reply



Assal Fransen • 1st

1d ...

Owner at Assal

Kalina you make us proud addressing this topic, not taking the easy way. Impactful.

Like · 1 | Reply · 1 Reply



Kalina Borisova **Author**

1d ...

Bachelor's Student at Hotelschool The Hague

Thank you, Ms Fransen, this topic was indeed challenging but very impactful!

Like · 1 | Reply



Dana Jiménez Herrera, MBA • 1st

1d ...

Leadership & Mentoring expert - Providing the next generation of lead...

Wow, Kalina! What an important topic, particularly for our industry. Thank you!

Like · 1 | Reply · 1 Reply



Kalina Borisova **Author**

1d ...

Bachelor's Student at Hotelschool The Hague

Thank you, Ms Jiménez!

Like | Reply

Viewing Statistics:



62 people from Hotelschool The Hague viewed your post

TBI Bank	15
Kempinski Hotels	8
Design Hotels GmbH	7
Radisson Hotel Group	6
Temper	5
Jumeirah Group / Jumeirah Hotels & Resorts	5
Marriott International	4
Albert Heijn	4



88 people who have the title Student viewed your post

Food Service Professional	69
Salesperson	57
Recruiter	42
Human Resources Specialist	41
Hospitality Professional	39
Business Strategist	26
Marketing Specialist	24
Consultant	18



452 people viewed your post from The Randstad, Netherlands

Sofia Metropolitan Area	62
Berlin Metropolitan Area	26
London Area, United Kingdom	19
Brabantine City Row	16
Greater Paris Metropolitan Region	15
Greater Munich Metropolitan Area	12
Frankfurt Rhine-Main Metropolitan Area	11
Greater Hamburg Area	9



2. Post on the Hotelschool The Hague Alumni Platform ([link](#))



Kalina Borisova

2 days ago



Dearest community,

I am reaching out to you with the purpose of knowledge sharing. For my LYCar project, I conducted research on a pressing ethical matter in the hotel industry - human trafficking.

I would like to invite you to check out my key research findings and learn more about what we as hospitality providers can do to actively protect human rights and make a positive impact.

Check out my post here: https://www.linkedin.com/posts/kalinaborisova_no-room-for-sex-trafficking-infographic-activity-6877220137167138816-Wu_B

Kind regards,
Kalina Borisova

P.S. I would be happy to grow my network and connect with you!



Kalina Borisova on LinkedIn: No Room for Sex Trafficking Infographic

LINKEDIN.COM

The time is always right to do what is right. - Martin Luther King Dear fellow hospitality providers, For the past eight months, I have been ...

♥ 4 Likes



3 comments



 Like  Comment  Share



Bella Belinda · 2 days ago

Amazing findings with a refreshing approach! Great job!

♥ Like - Reply - 1 like



Aleksander Kozlowski · 2 days ago

Powerful research. A very important topic to investigate too. Thank you for sharing!

♥ Like - Reply - 1 like



Jeanne Sandin · 2 days ago

Thank you for researching such an important topic in today's operations Kalina!

♥ Like - Reply - 1 like



Write a comment...





Appendix 4: Proposal Approval

LYCar Proposal Grading Rubric

V.1.1 (Version LYCar 2020; 16 February, 2021)

Student Name:	Kalina Borisova	LYCar Coach:	Ms Huynh
Student Number:	672047	Primary PLO:	9
Date Submitted:	27.08.2021	Secondary PLO(s):	8

Note: All boxes with red border to be filled by student

Preconditions (required for assessment)	Yes	No	Comments
Checks content and completeness			
Executive Summary is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal meets formal reporting criteria (according to e.g., LYCar Reading & Writing Guide)			
LYCar Proposal is written in English and is professional, including common basic components such as Intro, ToC, Conclusion etc.- see Reading & Writing Guide	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal is max. 5.000 words (counting after Table of Content, incl. text in tables) - visual proof of wordcount is included in Appendices.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Harvard Referencing Style is used consistently, referencing to primary sources only, List of References is well presented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Check (technical) formalities and submissions			
Ephorus upload	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal incl. Appendices are uploaded in Osiris	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Ethics and data management			
Ethical, integrity and data management requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Entitled to assessment? (All yes above required):	<input type="checkbox"/>		



DD1: The student has demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that is supported by advanced textbooks

	Excellent	Pass	No Go
1.1 Use of literature and knowledge of the field	Student uses in-depth literature and knowledge of the field throughout the report. The report contains no mistakes and factual incorrectness.	Student uses in most cases literature and knowledge of the field in the report. The report contains some mistakes and factual incorrectness in a limited part of the report.	No sufficient or correct use of literature and knowledge of the field in the report. The report contains mistakes and factual incorrectness.
1.2 Intellectual depth and abstract thinking	Student takes all significant factors into account and looks from different perspectives, sees patterns, relates situations to concepts in order to solve larger problems. The reports show excellent thinking capacity of the student. New unique insights presented in the topic and depth of understanding displayed. Excellent linking between the elements and the underlying issues within the case situation.	Student takes different perspectives into account. The report shows intellectual depth (taking into account all significant factors and looking from different perspectives) in most parts of the report. Some patterns are clear. Some links have been made.	The report lacks intellectual depth (superficial and merely descriptive) in some parts of the report. Patterns are not sufficiently made clear.
Student Feedback:	Excellent <input checked="" type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	I think that the literature review combines a varied number of high quality sources, including empirical and generic literature, as well as best practices (both global and relevant to the industry). This in turn provides a multi-perspective take on the issue at hand and increases the depth of understanding. Finally, I think that the elements of the research are well linked and clearly presented throughout the report.	
Assessor Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Fully agree with the above!	

DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study

	Excellent	Pass	No Go
2.1 Application of theories/models to situations at hand	Student uses a range of theories/models appropriate to the problems in the case skillfully and able to add their own unique perspective and insight. They own the model(s).	Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.	Mentioning models and theories but not using them in a correct way.
2.2 Possible impact and meaning of own work - dissemination of research	Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.	Student formulates criteria for possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.	Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.
Student Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	I think that the application of theory (the ethical decision-making factors) is relevant and the framework which I created for my report is suitable for the designated purposes. Another utilised model is the Power/Attention stakeholder matrix, used in the dissemination part of the report. Also, the EQ/AQ theory and Global Mind Monitor are used in the Career Portfolio planning. I think that the relevant stakeholders are identified and logically categorised, and that the selected dissemination acts are suitable and actionable. At least one valuable channel with an audience is presented.	
Assessor Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Fully agree on the first part, however on the second I am not sure in how far "checking in" students are the right stakeholders in this case, how are they relevant to share your research with.	



DD3: the student has the ability to devise data gathering events, gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues

	Excellent	Pass	No Go
3.1 The Design Based Research Process	Student sets the research process up in a systematic and well organised way. Student makes sense of a problem mess, analyses a (complex) problem and formulates feasible solutions by using a design-based research approach. Logical flow from Problem definition to Analysis to Solutions Design/methods are well chosen and motivated,	Student analyses the problem, and formulates possible solutions underpinned by literature using a design-based research approach. Methods motivated and mostly logically chosen	Insufficient problem analysis and methodology, research cycle not used.
3.2 Analysis and evaluation of data	Student plans analysis and evaluation of data/information well using appropriate (digital) tools and makes data-driven decisions. All statements are underpinned with facts and figures and/or referencing. The appropriate tools are used in all steps. Analysis is sufficiently complex with use of information from more than 2 different dimensions (practioners, scientific literature, the organization and stakeholders).	Student plans analysis and evaluation of solutions clearly, with some flaws or unclarities. Some statements are underpinned with facts and figures and/or referencing, some lacking underpinning. Analysis is sufficiently complex using data from at least one dimension and sufficiently backed up with literature.	Plan of analysis and evaluation of solutions is not clear. Statements are mostly not underpinned with facts and figures and/or referencing; some are contradicting. No tools are used. Lacking or no analysis and not backed up with literature.
Student Feedback:	Excellent <input checked="" type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	I think that throughout the report the DBR cycle is systematically followed and the research methodology is well underpinned, suitable for the research purposes, and actionable given the researcher's resources. The selected research tools are underpinned and suitable as well. I think that the problem is analysed in detail using varied and high quality sources, and that the solution is logically derived from the problem analysis. The information for the problem analysis is derived from more than 2 different dimensions - scientific literature, practitioners (best practices), and the organisation (the UN Global Compact).	
Assessor Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Totally agreee, you have well connect all part in a very understandable way.	

DD4: the student can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences

	Excellent	Pass	No Go
4.1 Communication to audience making use of professional (business) English	Student divides information effectively in paragraphs/chapters. No noticeable errors in English usage and mechanics. Use of language enhances the argument and avoids abbreviations. Sentence structures are well varied, and voice and tone are highly suitable for the specific audience/s. Style and content complement each other into an appealing, high quality story. Highly skilful organisational strategy. The logical sequence of ideas increases the effectiveness of the argument and transitions between paragraphs strengthen the relationship between ideas. Sub-headings are employed effectively and the links between different sections are reinforced through linking expressions. Shows attention to detail in all parts of the report.	Student divides information in paragraphs/chapters. Errors in English usage and mechanics are present, but they rarely impede understanding. Use of language supports the argument. Sentence structures are varied, and voice and tone are generally appropriate for the intended audience/s. Generally, a clear organisational strategy. The sequence of ideas in most cases supports the argument and transitions between paragraphs clarify the relationship between ideas. The report is mainly comprehensively written and lacks some attention to detail in some parts of the report.	Distracting errors in English usage are present and they impede understanding. Use of language is basic, only somewhat clear and does not support the argument. Word choice is general and imprecise. Voice and tone are not always appropriate for the intended audience/s. Basic organisational strategy, with most ideas logically grouped. Transitions between paragraphs sometimes clarify the relationship among ideas. The report is not comprehensively written and lacks attention to detail in most parts of the report.
Student Feedback:	Excellent <input checked="" type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	I think that the report is well structured and skim-friendly due to the use of sub-headings, colour-coding, figures and tables. The use of professional and academic British English is consistent throughout the report. I think that the sentence structures are varied, the use of language is appropriate, and the information is presented in a concise and easy to follow manner. All parts of the report are aligned using a set colour scheme and attention to detail.	
Assessor Feedback:	Excellent <input type="checkbox"/> Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	The structure is VERY clear and the use of language is professional, yet easy to follow. Also the use of colours made it easy to connect one part to the other.	



DD5: the student has developed those learning skills necessary to continue to undertake further study with a high degree of autonomy

	Excellent	Pass	No Go
5.1 Plan on IQ development in PLO: Reflection on product(s)	Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.	Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.	No clear deliverables mentioned and almost no theory to underpin own work and reflection.
5.2 Plan on AQ & EQ Self development	Student devises excellent ability to critically reflect on own developmental goals and demonstrates real growth mindset for life-long learning. Student proposes a demonstration of being able to self-direct, taking initiative in unpredictable situations. Student shows different metrics that can demonstrate development in terms of their EQ/AQ.	Student shows developmental goals and demonstrates growth mindset. There is a plan on how to reflect on values, attitudes and behaviour. Starting levels and desired end levels are described and measurements are provided.	Developmental goals are not concrete, there is no demonstration of growth mindset. Plan on how to reflect is vague and does not give enough substantiation to show growth.
5.3 Plan on EQ Social development	Student provides a plan on how to construct a multitude of proof that shows development as an Intercultural Hospitality Leader. Excellent ability to contribute to the global society/local community as a responsible citizen. Excellent analysis of diversity of people the student will deal with. Possible effective collaboration with all stakeholders in different cultural settings. Hospitality is key to the project or work the student does.	Student provides a plan on how to prove development as an Intercultural Hospitality Leader. Plan on how to contribute to the global society/local community as a responsible citizen. Proposing ideas on how to collaborate with different stakeholders in different cultural settings. Hospitality is a differentiator in the students' project or work.	No clear plan on development as an Intercultural Hospitality Leader. Plan on how to contribute to global society/local community is missing. Ideas proposed on collaboration or hospitality are not sufficient.

Student Feedback:

Excellent

Pass

Not Yet

I think that the plans I present for my product delivery are relatively well described and underpinned. The connection between my PLO and future placement is clear to me. However, it was difficult for me to speculate a potential product for my future placement company.
I think that the EQ/AQ development plan is present and supported by the goals I formulated (in Appendix 4.3).
Finally, I think that the Intercultural Hospitality Leadership development plan is sufficient, although it was again difficult to speculate how this plan might unfold during my future placement in greater detail.

Assessor Feedback:

Excellent

Pass

Not Yet

Although I fully see and understand how you will be carrying out all the elements of AQ, EQ and IQ, though I am not sure in how far you have shown your creativity in here.

Overall Assessor Feedback

You did a wonderful job, Kalina! If we would give this PoA to a random student in LYCar, we are sure this student are able to carry out your research! Good job!!!!

LYCar Proposal Outcome

- Excellent All qualitative criteria awarded a "Pass" and at least three qualitative criteria awarded a "Excellent"
- Pass All qualitative criteria awarded a "Pass". "P" registered in Osiris. Student can continue with LYCar execution.
- No Go One or more qualitative criteria graded as "Not Yet". "F" registered in Osiris. Student re-writes LYCar Proposal with incorporated feedback.
- Pre-Condition NY Pre-conditions not met. Student resubmits LYCar Proposal. No grade or feedback provided to the student.



Appendix 5: Client Evaluation of End Deliverable

Evaluation Form Company Project/Research

(EVALUATION FORM OF ALL CLIENTS AND ON ALL DELIVERABLES IS COMPULSORY, FORMAT IS NOT)

Name of student:	Kalina Borisova	Student number:	672047	
Name of company/organisation:	Hotelschool The Hague	Department:	NA	
Name of company tutor/research	J.J. van Geuns	Position of company tutor/commissioner (if	NA	
Project and/or Deliverable:	Ethically Driven Hospitality: No Room for Sex Trafficking – solution for research commissioner.			
During the first (unofficial) evaluation the set-up for the project and end deliverable(s) is discussed. For this final evaluation the project has been delivered by the student and is thus evaluated. This is taken into consideration for the final assessment of the student.				
CATEGORY 1: EXPERTISE/KNOWLEDGE OF THE FIELD				
Rating	Excellent	Good	Room for improvement	Comments
	In-depth use of relevant literature and knowledge of the field. The deliverable shows excellent thinking capacity of the student (taking into account all significant factors and looking from all different perspectives).	Use of relevant literature and knowledge of the field. The deliverable shows mostly intellectual depth (taking into account significant factors and looking from different perspectives).	No or incorrect use of literature and knowledge of the field. The deliverable lacks intellectual depth.	Has brought herself rather quickly to a high-level knowledge expert field.



CATEGORY 2: KNOWLEDGE APPLICATION/SOLVING PROBLEMS				
Rating	Excellent	Good	Room for improvement	Comments
	The theories and models are skillfully applied and the student can translate this in a unique solution and implementation. The student can relate situations to concepts that results into a solution that adds great value to the company's overall strategy. The creative solution is/can be implemented and evaluated and is solving the problem.	The student uses theory and models and shows understanding of the issues at hand. The solution is realistic and implementable for the company. The solution is/can be implemented and evaluated.	Mentioning theory and models, but not using them in the correct way. The student cannot convince of the possibilities to implement and evaluate. It is not solving the problem.	The existing models of ethical decision making have been translated to a focused area in the domain of hospitality and led to smart solutions. The findings and tools can be used in real life practice. There is also potential for further study and a "generic" model is created that can even be useful for further research!

CATEGORY 3: INFORMED JUDGEMENTS				
Rating	Excellent	Good	Room for improvement	Comments
	The research process is done and explained in an excellent way. All statements, conclusions and recommendations are underpinned with the data collected by the students and/or referencing. The analysis is very substantial.	The research process is done and explained well. Most statements, conclusions and recommendations are underpinned with the data collected by the student and/or referencing. The analysis is substantial.	Weak problem analysis, research question not clear enough. Data collection and/or methodology is insufficient. Weak analysis, use of data from one dimension and not backed up.	The study is well designed and follows a logical & coherent design pattern. Excellent analysis of data leads to sound and implementable solutions.

CATEGORY 4: COMMUNICATION AND SHARING KNOWLEDGE				
Rating	Excellent	Good	Room for improvement	Comments
	Excellent ability to communicate information, ideas, problems and solutions to all stakeholders involved. The deliverable adds great value to the main stakeholders. Initial and creative channels have been actively used to share outputs and knowledge.	Good ability to communicate information, ideas, problems and solutions to stakeholders. The deliverable adds value to the company. Existing channels have been used to share knowledge	The deliverable could have been better delivered to the stakeholders. The deliverable could have added more value, if better delivered. No active communication of outputs and knowledge.	Outstanding communication of findings and solutions by creating a visual, a powerpoint and a guestclass. These classes have been given in first year groups of Ethics (in DWIG) 8 X 30 minutes!!



CATEGORY 5: INTERCULTURAL HOSPITALITY LEADERSHIP				
Rating	Excellent	Good	Room for improvement	Comments
	Student is able to lead the project by themselves. Student is self-critical towards improvement and takes feedback to heart. Student deals with a diversity of stakeholders in an intercultural competent way. Hospitality mindset is seen in project or work in a very distinct way.	Student is able to lead the project with little help. Student is critical towards improvement and listens to feedback. Student deals with different stakeholders. Hospitality mindset can be seen.	Tasks performed are described and not critically analyzed. Student is not too critical towards own learning and can listen better to feedback. Student does not know how to deal with differences in stakeholders. Hospitality can be improved.	Well done! Excellent Leadership shown throughout the whole research process.
OVERALL COMMENTS:				
An outstanding study with a lot of potential in the field of the gatekeepers of hotels. Convincingly shown that a multi-stakeholder approach is rewarding when it comes to prevention of abuse and safeguarding human rights. If supported by a genuine ethical climate (organization culture) in a company (c.q. hotel) abusive behaviour can be avoided in the future by allowing staff to act by (ethical) empowerment.				
STUDENTS' COMMENTS:				
Comments on evaluation:	Working with Ms van Geuns as my commissioner enabled me to pursue a research topic that was interesting and meaningful to me, so I am grateful for the support I have received and the opportunity to present my findings to her students in DWIG Ethics. It was a worthwhile and valuable experience!			
DATE & STUDENT'S SIGNATURE:			COMPANY SUPERVISOR'S/RESEARCH COMMISSIONER'S SIGNATURE:	
6 December 2021			6 December 2021	

THE COMPLETED FORMS (ON ALL DELIVERABLES AND PERFORMANCE) NEED TO BE EMAILED TO THE LYCAR COACH AND PUT IN THE APPENDICES OF THE CAREER PORTFOLIO



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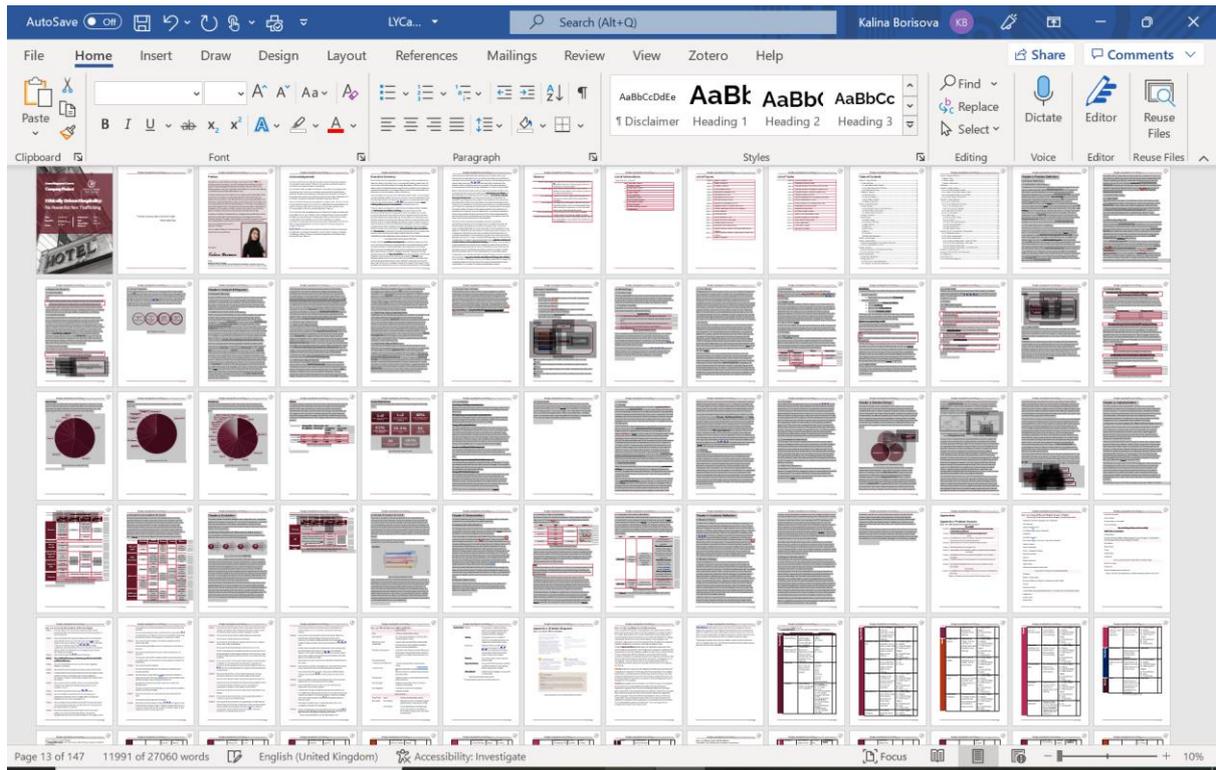
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11991 of 27060 words



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