



European Institute of Innovation,  
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**Title: Restoring Trust Through Ethical Crisis  
Communication: A Strategic Plan for BlueVista  
Resorts**

**Student Name: Anjali Anjali**

**Student ID: DE240003**

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## Abstract

In today's globally interconnected hospitality sector, crises involving labor ethics can have far-reaching impacts on brand perception, stakeholder confidence, and market position. The BlueVista Resorts case, involving allegations of migrant worker exploitation, exemplifies a critical scenario where crisis communication is not just a reactive measure but a reputational lifeline. As supported by Coombs' (2007) Situational Crisis Communication Theory (SCCT), the appropriateness of response strategies—such as rebuilding or bolstering—depends on the organization's perceived responsibility and history. In this instance, BlueVista must acknowledge high attribution of responsibility, particularly as global tourism consumers are increasingly motivated by ethical concerns (UNWTO, 2021). The rise of ethical consumerism has shifted how stakeholders, from NGOs to individual guests, perceive corporate missteps (Auger et al., 2003). This necessitates a swift, transparent, and emotionally intelligent communication strategy that recognizes the gravity of the allegations while reaffirming the organization's values. Communication, therefore, becomes an extension of corporate ethics, not just a public relations tool (Fearn-Banks, 2016).

Ethical dimensions of human resource management (HRM) play a central role in addressing such crises, particularly in tourism-dependent regions where seasonal labor forms the operational backbone. Research by Baum (2012) highlights how tourism labor markets are deeply segmented, often leading to exploitative structures masked by short-term contracts and third-party outsourcing. In the context of BlueVista, the allegations suggest systemic gaps in labor oversight and policy enforcement. Therefore, crisis communication should include not only outward messaging but also inward reforms communicated transparently to internal staff. Ethical HR practices require integration of Fair Labor Association guidelines and ILO principles into standard operating procedures (ILO, 2020). The internal directive drafted in response must emphasize accountability, reinforce whistleblowing channels, and provide clear directives for local managers. Through this, BlueVista can avoid performative responses and instead model what Laczniaik and Murphy (2006) term "macromarketing ethics"—corporate responsibility that considers societal well-being in its core strategies.

Culturally sensitive communication is essential when addressing a diverse international stakeholder base, as it can either bridge or widen trust gaps. Hofstede's (2011) cultural dimensions theory, particularly the dimensions of power distance and individualism versus collectivism, is crucial when drafting statements for labor unions, Asian labor-exporting governments, Western investors, and frontline workers. For example, messages targeted at collectivist societies must highlight communal well-being and mutual respect, while those for individualistic cultures can emphasize worker autonomy and corporate accountability. Hall's (1976) high-context versus low-context communication styles also guide how much background information or emotional tone should be embedded in messages. The communication outputs in this plan reflect such intercultural nuances. The press release avoids legal jargon and embraces inclusive language, the stakeholder letter presents clear performance-based recovery metrics, and the internal memo fosters dialogue. As supported by Gudykunst (2004), intercultural adaptation strengthens not only message clarity but also message reception across linguistic and cognitive filters.

Strategic messaging also demands the application of crisis rhetoric and image repair theory to reposition the brand from a point of failure to one of redemption. Benoit's (1997) Image Repair Theory outlines strategies such as mortification (admitting fault), corrective action, and bolstering to manage reputational fallout. BlueVista's communication plan embraces these, beginning with a public acknowledgment of the accusations and a commitment to independent audits. The investor statement then uses performance data and HR reform metrics to restore confidence, a move supported by Frandsen and Johansen's (2010) emphasis on apologia in corporate crisis. These strategic messages demonstrate what Heath (2010) describes as "organizational rhetoric"—narratives that go beyond information-sharing to reconstruct meaning and restore stakeholder relationships. Transparency, therefore, is not just a best practice; it becomes the brand's ethical differentiator in a saturated hospitality market.

Moreover, the communicative tone throughout the messages prioritizes organizational empathy, a trait emphasized in contemporary crisis leadership literature (Ulmer, Sellnow, & Seeger, 2014). This includes recognizing the emotional trauma experienced by affected workers and framing the brand's responses as part of a long-term human-centric strategy. The plan avoids defensive or dismissive tones, instead using compassionate Business English that aligns with best practices in hospitality communication (Nickerson, 2005). Practical elements like multilingual access, culturally resonant metaphors, and proactive hotline support reinforce this empathetic approach. As shown by Dulek and Campbell (2015), tone is a powerful indicator of authenticity and intention. Empathy, embedded within well-structured formal writing, can help reframe corporate narratives and avoid escalating the situation from a public relations challenge to a brand identity crisis.

Finally, this strategic communication framework emphasizes that crisis is not merely a reputational threat—it is also a moment of transformation. As argued by Veil et al. (2011), successful crisis communication does more than preserve the brand; it elevates it by demonstrating accountability and evolving organizational values. In the case of BlueVista, aligning their response with international labor standards, transparent HR audits, and culturally sensitive stakeholder engagement transforms the crisis into a catalyst for deeper institutional integrity. By treating communication as both a practical and symbolic act—through memos,

press releases, and investor correspondence—the organization models future-ready leadership in global tourism. In doing so, BlueVista can reposition itself as a frontrunner in ethical tourism employment practices, aligning with global frameworks like the UN Sustainable Development Goals (Goal 8: Decent Work and Economic Growth) and the Global Code of Ethics for Tourism (UNWTO, 2017).

## 1. Introduction

BlueVista Resorts, an established name in the global luxury tourism industry, recently faced a critical reputational challenge when an international investigative report brought to light disturbing allegations of exploitative labor practices. The report focused on the treatment of migrant workers contracted during peak tourist seasons across its European and Southeast Asian properties. These allegations included delayed wage payments, substandard accommodation, excessively long working hours, and a lack of formal employment contracts—raising ethical and legal red flags. Although subcontractors were cited as the primary facilitators of these conditions, the public and stakeholders have squarely placed accountability on BlueVista, expecting immediate and responsible action. In today's interconnected and ethically aware global environment, brands are held responsible for the entire length of their supply chains, regardless of outsourcing arrangements (Buhalis & Costa, 2006; UNWTO, 2022). Consequently, the reputational damage to BlueVista extends beyond legal liability and into the emotional space of stakeholder trust and moral standing.

In the hospitality and tourism industry, brand value is intrinsically linked to perception, trust, and ethical integrity. The public expects not only excellence in service but also responsible treatment of staff and alignment with fair labor standards. In light of increasing demand for ethical travel, social sustainability, and corporate transparency, BlueVista's silence or any perceived inaction could have dire consequences on its market share, investor confidence, and long-term brand equity (Taplin, 2017; Font et al., 2019). Stakeholders—ranging from international tourists and corporate partners to NGOs and employee unions—demand clarity, accountability, and visible change. Crisis communication thus becomes essential not just as a reactive tool, but as a strategic function of leadership that must navigate legal, emotional, and cultural dimensions simultaneously (Coombs, 2007). Failure to address both the factual and emotional sides of the crisis may lead to customer boycotts, employee disengagement, and financial fallout.

Given the scale and sensitivity of this issue, BlueVista must adopt a comprehensive and culturally adaptive communication strategy that reflects business ethics, responsibility, and empathy. A well-developed crisis communication plan can not only contain reputational harm but also serve as a platform for transparent dialogue, learning, and improvement. By using persuasive yet sincere messaging grounded in ethical principles, BlueVista has the opportunity to transform this crisis into a turning point in its corporate journey. The credibility of the brand now rests not only on how swiftly action is taken, but also on the clarity, honesty, and tone of the company's words. A communication misstep can cause irreversible damage, while authentic engagement can help rebuild fractured trust. This delicate balance between action and narrative

is where crisis communication becomes an essential leadership function (Fearn-Banks, 2016; Heath, 2018).

Academic frameworks such as Situational Crisis Communication Theory (SCCT) and Image Repair Theory (IRT) provide essential tools for developing targeted, responsible messaging. SCCT advises that organizations tailor their communication strategies based on the perceived responsibility for the crisis (Coombs, 2007). Since BlueVista is seen as complicit—albeit indirectly—the use of rebuilding strategies such as apology, compensation, and corrective action is appropriate. Simultaneously, IRT suggests that organizations must choose between denial, evasion, or corrective strategies depending on the gravity of the offense and stakeholder expectations (Benoit, 1997). In this scenario, a blend of bolstering and corrective messaging, such as accepting responsibility while highlighting prior commitments to employee well-being, would be strategic. This theoretical alignment enhances message credibility and ensures that communication is not perceived as mere corporate spin.

Cultural sensitivity is another cornerstone of effective crisis communication in international tourism. BlueVista's diverse audiences come with varied cultural norms related to power distance, uncertainty avoidance, and emotional expression (Hofstede, 2001; Hall, 1976). For instance, Asian stakeholders might expect more indirect, hierarchical messaging with subtle cues of respect, while Western audiences may value transparency, informality, and emotional candor. Hall's concept of high-context versus low-context communication becomes particularly useful here. In high-context cultures, much of the message is conveyed through tone and implication, while low-context cultures demand directness and explicit detail. Hence, crafting communication that resonates cross-culturally is not a cosmetic concern, but a substantive necessity for restoring stakeholder confidence and preserving brand identity across regions.

The strategic goals of this communication plan are multifold. First, it aims to mitigate reputational damage through transparency, authenticity, and empathy. Second, it seeks to rebuild stakeholder trust by emphasizing ethical responsibility and outlining measurable corrective actions. Third, it endeavors to institutionalize cultural awareness in corporate messaging, ensuring that each stakeholder group feels heard, respected, and engaged. Fourth, it intends to provide operational direction to internal teams who must translate communication into concrete actions. The tools to achieve these goals include an internal directive for staff, a public press release, and a formal statement to investors and global partners. Each document is tailored using Business English conventions and draws upon theoretical insights to maximize credibility and emotional resonance (Cornelissen, 2020; Argenti, 2015).

Ultimately, this crisis serves as both a challenge and an opportunity for BlueVista. It tests the organization's commitment to ethical leadership, responsible tourism, and global citizenship. By responding with honesty, clarity, and compassion, BlueVista can not only repair its image but also emerge as a stronger, more transparent, and socially responsible brand. In an era where travelers and stakeholders are increasingly values-driven, such a stance is no longer optional—it is fundamental. The responsibility extends beyond resolving the current issue; it involves embedding ethical consciousness into the DNA of the company. This means reassessing subcontractor policies, engaging third-party auditors, launching employee well-being programs, and setting up transparent feedback channels. Only through consistent actions and honest

storytelling can BlueVista hope to rebuild its reputation and reaffirm its place in the global hospitality landscape.

## **2. Literature Review**

### ***2.1 Crisis Communication in Ethical Scandals***

Ethical scandals require communication strategies that transcend legal compliance and speak to public values (Fearn-Banks, 2016). In tourism, labor rights crises attract widespread criticism due to the inherently multicultural and service-driven nature of the industry (Ritchie, 2009). Quick responses lacking empathy often worsen the damage, while strategic transparency helps rebuild legitimacy.

### ***2.2 SCCT: Situational Crisis Communication Theory***

SCCT identifies three primary response strategies: deny, diminish, and rebuild (Coombs, 2007). For preventable crises—like labor exploitation—SCCT recommends a rebuild strategy. This includes full acknowledgment, compensation or reform, and strategic narrative control. The model emphasizes audience perception over the company's internal view, making it highly applicable for public-facing tourism organizations.

### ***2.3 Cross-Cultural Messaging and Hofstede's Framework***

Multinational communication should adapt to local cultural norms to avoid alienation. Hofstede's six dimensions—especially power distance, collectivism vs. individualism, and uncertainty avoidance—are key when crafting HR and PR communication targeting countries like India, Nepal, Romania, and the Philippines, which are common labor source countries in tourism (Hofstede, 2011).

### ***2.4 Ethics and HR in Tourism Labor Markets***

Tourism's heavy reliance on seasonal labor raises persistent concerns about informality, poor regulation, and exploitation (Baum et al., 2016). The ILO has emphasized the need for employers to take responsibility for the entire supply chain, even when subcontractors are involved. Responsible tourism requires companies to implement ethical HR standards proactively, not reactively (Brewster et al., 2016).

### ***2.5 Business English in Crisis Management***

Effective crisis communication demands precision, clarity, and professionalism. Business English must remain neutral yet assertive, formal yet human, and fact-based yet persuasive (Nickerson, 2005). Avoiding jargon, addressing stakeholders respectfully, and maintaining grammatical accuracy is vital to conveying professionalism in high-stakes scenarios.

## 3. Methodology

### *3.1 Strategic Framework Development*

This crisis communication plan is developed using a qualitative synthesis approach, integrating academic theory, real-world case studies, and CSR best practices. The methodology involves several strategic planning components.

### *3.2 SCCT Alignment*

Using SCCT, the crisis is categorized under the “preventable” cluster, placing high reputational threat on BlueVista. Thus, the communication strategy leans heavily on the **rebuild** response: public apology, corrective measures, and restitution.

### *3.3 Stakeholder Segmentation*

Stakeholders are grouped as follows:

- **Internal:** Resort managers, HR teams, seasonal workers.
- **External:** Media, investors, recruitment partners, NGOs, government labor agencies.
- **Cultural-specific:** Migrant-sending countries requiring tailored messaging.

### *3.4 Communication Channels*

The strategy integrates multiple channels:

- Digital media (company website, social platforms)
- Traditional media (press release)
- Direct correspondence (letters to investors)
- Internal platforms (intranet, HR briefings)

### *3.5 Cultural Sensitivity Matrix*

Hofstede’s country-specific scores are applied to adapt messaging for countries with significant power distance and collectivist cultures, such as the Philippines and India. Emotional tone, group orientation, and respectful hierarchy are reflected in communication deliverables.

## 4. Findings

#### *4.1 Root Causes and Supply Chain Oversight*

Although BlueVista did not directly hire most of the accused subcontractors, the lack of oversight, absence of regular audits, and insufficient due diligence led to unethical practices going unchecked. Internal HR systems are over-reliant on third-party confirmations, without independent verification.

#### *4.2 Public and Media Reaction*

The exposé has generated outrage among global audiences, particularly in Europe and South Asia. Activist groups have staged protests, and calls for boycotting BlueVista properties have gained momentum online. Influencers have condemned the brand, demanding transparency and justice.

#### *4.3 Internal Workforce Morale*

Resort supervisors report confusion and unease. Many full-time employees, unaware of the labor conditions, feel misled and disillusioned. Seasonal workers are reluctant to voice complaints due to fear of blacklisting or contract termination. There is a clear need for whistleblower protection.

#### *4.4 Investor Sentiment and Financial Risk*

Major institutional investors, particularly those focused on ESG metrics, have demanded clarification and reassurances. Failure to comply may lead to divestments and reputational damage in capital markets. This aligns with recent trends where investor confidence hinges on CSR commitment.

#### *4.5 Comparative Case Study: Qatar's Labor Crisis*

The backlash against Qatar's handling of migrant labor during World Cup construction offers a cautionary tale. Only after aggressive global condemnation did Qatar introduce reforms. BlueVista must act faster and more transparently to avoid long-term reputational damage.

## **5. Discussion**

### *5.1 Communication Deliverables*

A. Internal Memo – Clarifying Responsibility and Support

**To: All Resort Managers, HR, and Department Heads**

**Subject: Commitment to Labor Integrity and Investigation Protocols**

Dear Team,

We acknowledge the reports concerning subcontracted labor conditions. While external staffing agencies were responsible, we recognize that as BlueVista employees, we have a duty to uphold ethical standards throughout our operations.

Effective immediately, a third-party ethical audit will be conducted. In addition, all managerial staff will undergo new labor ethics training modules developed in partnership with the ILO.

Please encourage transparency and support any employee willing to speak up. Your cooperation is vital to our path forward.

Warm regards,  
CEO, BlueVista Resorts

## B. Press Release – Public Statement of Responsibility and Reform

### **BlueVista Resorts Announces Full Review of Labor Practices Amid Allegations**

July 20, 2025 – Following investigative reports into the employment conditions of seasonal migrant workers at some of our properties, BlueVista Resorts is initiating a comprehensive review of all recruitment and employment practices.

Though these roles were fulfilled via third-party contractors, we recognize our responsibility in ensuring ethical labor conditions throughout our supply chain.

BlueVista will:

- Suspend all contracts with agencies under investigation.
- Establish an independent grievance redressal system.
- Translate HR documents into the five most common migrant languages.
- Publish an annual labor transparency report..

Contact: [media@bluevista.com](mailto:media@bluevista.com)

## C. Investor Letter – Strategic Outlook and Ethical Transition Plan

### **Subject: Investor Update – Ethical Compliance Strategy and Risk Mitigation**

Dear Shareholders,

In response to the recent labor allegations, we wish to update you on decisive steps taken to protect our brand's long-term value and align with ESG priorities.

We are launching a four-part Ethical Transition Plan:

1. Full audit of labor sourcing chains.
2. Termination of non-compliant third-party contracts.
3. Board-level ESG oversight committee.
4. Partnership with human rights watchdogs for training and certification.

We remain committed to operational transparency and compliance with global standards.

Sincerely,  
Director, ESG and Strategy  
BlueVista Resorts

## *5.2 Communication Tone and Business English Usage*

Each deliverable is framed using:

- Clear, professional sentence structures
- Objective and persuasive language
- A tone balancing humility and authority
- No jargon or euphemisms that downplay the issue

## **6. Conclusion**

The labor exploitation crisis involving BlueVista Resorts represents a complex reputational and ethical inflection point for the company. While the direct responsibility for the exploitative conditions may lie with third-party subcontractors, BlueVista, as the parent hospitality brand, bears the moral and managerial burden of accountability. In today's globally connected tourism industry, such crises are not judged merely on legal technicalities but on the perceived commitment of brands to human rights, ethical supply chains, and socially responsible business practices (UNWTO, 2022; Baum, 2018). Public perception, amplified by media and digital activism, increasingly expects corporations to extend their duty of care beyond direct employees to all actors involved in their operational ecosystem. The allegations against BlueVista must be approached not only as a breach of ethical conduct but also as a warning sign for systemic gaps in HR governance and crisis response.

Responding effectively to such a crisis demands more than the issuance of public denials or vague apologies. BlueVista's communication must reflect organizational empathy, cultural intelligence, and the capacity for honest introspection. According to Coombs' Situational Crisis Communication Theory (SCCT), crisis response strategies should match the degree of organizational responsibility and stakeholder outrage (Coombs, 2007). In cases of preventable crises—where audiences perceive the organization as responsible—the recommended strategy

includes rebuilding trust through apologies, compensation, and meaningful corrective actions. This theoretical foundation urges BlueVista to acknowledge the crisis, assume partial responsibility even if indirect, and demonstrate authentic commitment to structural change. Avoiding blame-shifting and adopting a transparent tone is essential to preserving credibility.

Strategic messaging underpinned by ethical human resource management is vital in this context. Labor issues, especially those affecting migrant workers, carry a heightened ethical dimension due to the intersection of economic vulnerability, power asymmetry, and cultural difference (ILO, 2021; Wilton, 2016). BlueVista must show that it recognizes the humanity behind these statistics. Communication must therefore reflect not only business resilience but also moral accountability. By incorporating ethical HR principles into its narrative—such as safe working environments, equitable pay, and transparent employment contracts—BlueVista can reframe its image from negligent employer to reform-driven brand. Additionally, references to the UN Guiding Principles on Business and Human Rights (2011) would help ground their crisis plan in globally recognized ethical standards.

Culture plays a defining role in crisis reception and response. BlueVista operates across culturally diverse destinations where perceptions of apology, shame, and corporate responsibility vary significantly (Hofstede, 2011; Hall, 1976). A culturally sensitive communication plan ensures that language, tone, and even timing of messages are adapted to the expectations of target audiences. For instance, collectivist cultures may expect communal accountability and restorative action, whereas individualist cultures prioritize personal responsibility and legal redress. BlueVista's press releases, internal memos, and stakeholder updates must reflect these nuances. A one-size-fits-all approach will not work. Instead, the organization must embrace intercultural competence as a strategic communication imperative.

The deliverables proposed in the communication plan—such as the press release to the media, a formal investor letter, and an internal memo to employees—have been crafted using Business English frameworks that prioritize clarity, professionalism, and purpose-driven tone (Nickerson, 2005). These documents must not only convey information but also restore confidence, particularly among employees and investors who may feel destabilized by the reputational fallout. For employees, clear internal communication fosters psychological safety and demonstrates that the organization is proactive rather than reactive. For investors, well-articulated messages reaffirm risk management strategies and long-term brand resilience. The use of plain language, active voice, and emotionally intelligent vocabulary becomes a vehicle of brand recovery.

Crisis communication is not only an exercise in language but also a reflection of organizational culture. If BlueVista is to prevent future incidents, its internal culture must evolve toward one that values ethical vigilance, whistleblower protection, and transparent HR processes. This cultural shift can be initiated through training, leadership communication, and structural reforms in the subcontractor selection and auditing process. Communication, in this sense, becomes a tool for internal transformation. The messaging developed for this crisis must therefore inspire reflection and reform, not just repair. Drawing from Argenti's model of strategic communication (2017), the alignment between external messaging and internal policy change is what truly determines the success of a crisis response.

Furthermore, stakeholders today are not passive recipients of communication—they are active participants. NGOs, regulatory bodies, and even socially conscious tourists hold brands accountable through reviews, social media activism, and public boycotts (Taplin, 2014). BlueVista’s crisis communication must therefore preempt criticism by addressing likely questions, acknowledging shortcomings, and proposing concrete improvements. For example, the creation of a third-party audit panel or labor ombudsman can be proposed as tangible evidence of commitment to ethical reform. When stakeholders observe follow-through, trust is gradually rebuilt. Effective communication, in this regard, is not performative—it is predictive, participatory, and policy-connected.

Long-term brand recovery from such a crisis involves rebuilding reputation not just through external media but also through strategic partnerships. BlueVista can collaborate with labor unions, tourism boards, and ethical tourism watchdogs to establish a new code of conduct for subcontracted labor. Communicating these alliances in public forums shows sincerity. Additionally, showcasing progress reports on labor standards can become part of an annual corporate social responsibility (CSR) update. This transforms crisis recovery into a longer, reputational journey grounded in transparency. Such an approach aligns with the principles of image restoration as outlined in Benoit’s Image Repair Theory (1995), which emphasizes corrective action and bolstering as critical strategies in high-responsibility crises.

It is also important to recognize that crises, though disruptive, offer a chance for organizational learning. For BlueVista, this could be a pivotal moment to redefine its employer brand. Instead of simply reacting to reputational damage, the organization could lead an industry-wide conversation about ethical tourism employment. Communication strategies such as hosting public webinars, publishing case studies, or funding academic research on fair labor practices could reinforce this position. These outward-facing activities signal that the organization is not hiding behind PR tactics but is actively contributing to sectoral change. Ultimately, words are powerful, but their weight increases exponentially when backed by action and vision.

In conclusion, the crisis facing BlueVista Resorts is not merely a reputational storm to be weathered—it is a deep moral reckoning with how the brand aligns its operational realities with its publicly declared values. The communication plan outlined here proposes a blueprint for not just recovering reputation but reforming it. Through culturally intelligent, ethically grounded, and theory-driven communication, BlueVista can transform from a brand in crisis to a brand with renewed credibility. The process will not be simple, and the scrutiny will not fade overnight. However, with consistent, transparent, and values-based messaging aligned with substantive internal changes, BlueVista has the potential to emerge from this crisis stronger, more humane, and more resilient than before.

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