



newWork@TUI – Digitalisation at TUI

understanding – shaping – implementing

Common political agenda

TUI AG Executive Board and Group Works Council



newWork@TUI

Digitalisation is creating new and exciting challenges for TUI and its employees. Economic and social interdependencies are becoming more complex, and technological networks more extensive. We need to confront these challenges together in order to shape the future. Digital transformation isn't overhauling absolutely everything, but it is changing a lot of things.

TUI is currently in the midst of a digital transformation, with impacts on the whole of the TUI Group. We see digitalisation as a technical, cultural and organisational challenge. For our employees it affords the opportunity to structure their working and private lives in a manner more in line with their needs. The worlds of work at TUI are and will remain in a state of constant flux. Jobs are being qualitatively transformed and their content redefined. Not only business models and requirements, but also employees and their needs are becoming more diverse.

We aspire to exploit every opportunity so we can continue to set trends. TUI's employees are a key factor in its success. In partnership with its employees and employee representatives, TUI will consistently drive digital transformation processes forward to safeguard long-term economic success. In this context we are rethinking what work is: more individual, more digital, more modern.

The following paper provides a framework for building "newWork@TUI" together.



Transparency and communication

Digital transformation is opening up new opportunities for structuring communication channels and working methods in a forward-looking manner without limiting personal freedom. In line with our values of “trusted, unique, inspiring”, issues surrounding digitalisation, digital processes and systems are discussed transparently between the parties in the workplace.

Communication (general)

Communication is open, honest and reliable in all directions (e.g. between management and Works Council; manager and employees) at all times. There is a common understanding that this communication takes place in a respectful and appreciative space.

Communication between management and Works Councils

Digital processes and systems must not result in the loss of individual or collective personal interactions. They are a firm component of regular strategy meetings with the involvement of the co-determination bodies at company level as well as in our businesses. It is ensured that the respective decision-makers support this process at management level. For us, an additional, regular informal exchange of notes between the parties in the workplace is a matter of course.

Communication (intra-company)

Digitalisation and the associated technical platforms support communication and enable open and constructive communication for all employees within TUI. Additionally, means for conducting staff meetings and comparable formats are supported. Employees' suggestions and hints are regarded as added value generated by an open communication process.



Modern working concepts

TUI advocates state-of-the-art working concepts to shape digital transformation for the benefit of the whole company.

New concepts for shaping individual working conditions

Digitalisation requires a different understanding of work and how it links into our private life. Employees will be able to work more self-reliantly and with greater autonomy in reconciling the company's interests and their private life (work-life flexibility).

In future, permanent attendance at the office will no longer be required for all tasks. In our internationally networked world of work, mobility in time and space is required. Alternative working locations and environments are becoming more significant. Existing office landscapes will be transformed.

Digitalisation and lifelong learning

TUI is enabling its employees to actively use and responsibly handle the digitalisation process. We want all employees to partake in autonomous individual and lifelong learning and for this to be part of our digital culture. TUI will provide state-of-the-art capabilities for this, without neglecting tried-and-tested learning formats.

Digitalisation and trust

Employees can structure their work and working environment more individually and with greater autonomy. TUI supports them in doing so. The focus here is the working outcome, not presence at the workplace. This requires a culture of trust across the company. Managers have special responsibility in this respect. They support, develop and encourage their teams throughout the digital transformation process.

Individual, health-promoting measures

TUI protects its employees from (self-induced) overload. We integrate the latest insights from occupational health science into company health management.

Creation of digital free spaces within the organisations

TUI advocates mobile working whilst respecting its employees' autonomy. It gives them flexibility and digital free spaces. Permanent availability and reactivity is not expected.



Outsourcing

Digitalisation enables workplaces to be set up increasingly independently of time and place. The main aim of digitalisation at TUI is not to outsource processes and employees. How people are treated is also foregrounded in outsourcing processes.

Involvement of the co-determination bodies

Outsourcing takes place as a transparent process with the involvement of the co-determination bodies. The Works Councils are involved in pending outsourcing considerations at a sufficiently early stage before fundamental decisions are taken.

Outsourcing decision

The outsourcing decision is not only about reducing costs: the ultimate decision also considers people and jobs. However, before any decision to outsource processes is taken, an overall economic consideration across the commercial business model needs to be made (make or buy). Internal providers participate in tender processes (last call).

Qualification and development measures

By offering comprehensive qualification and development measures, we get our employees up to speed for the digital transformation in line with their individual potential. Our employees are encouraged to request and participate in these.

Personnel clearing

If an outsourcing measure results in the loss of jobs, further employment within the Group will be aimed for through modern personnel clearing processes. If this is not possible, TUI advocates taking suitable measures in the employees' interests.

Review of outsourcing measures

TUI assures that it will evaluate the sustainability of outsourcing measures. Any new perspectives as a result will be openly discussed and included in future considerations.



Employees' competent handling of IT systems is the foundation of economic success. To that end, the further development of an innovative and value-adding IT landscape is essential in the TUI Group. IT must support working processes and create a functional working environment. The IT systems must always comply with the users' needs and requirements. Simple, targeted and transparent transactions are the prerequisite for successful IT deployment.

Culture shift

TUI encourages experimentation with new technologies and welcomes suggestions for everyday working life (collaboration). State-of-the-art, agile working methods promote the culture of innovation in our group of companies.

New IT systems

Current practice is to inspect IT systems for functionality and stability as best as is possible before they are introduced. Rolling out new systems also involves adequate and transparent communication. Employees should regard new IT systems as a tool and an aid and focus on the benefits. They need to be simple and user-friendly and also map processes as fully as possible in order to avoid the need for additional systems or manual rework.

Performance and conduct monitoring

The aim of digital processes is not hidden performance and conduct monitoring or the evaluation of movement data. Performance and conduct monitoring may only be performed where it is expressly regulated and approved.

Data protection

The protection of personal data is guaranteed at all times. For us, our employees' private sphere is a precious asset.

Qualification

Employees will be able to further develop their digital skills.

Reduction of complexity

IT systems should always be standardised across the Group to reduce the complexity for the users and the company. Local circumstances should still be accounted for.

Attractive employer

Digitalisation is changing the working conditions for TUI's employees. It is providing new opportunities and challenges for the organisation. In future, TUI will remain an attractive employer for all. We promote a cosmopolitan and diverse company culture.

Digitalisation enhances employer branding

Digital communication channels create higher transparency about TUI as an attractive employer. High employee satisfaction strengthens identification with the company and turns employees into positive brand ambassadors.

Product ambassadors

Digitalisation supports employees in acting as ambassadors for our products. TUI offers its employees the opportunity to get to know our own products better across a range of formats.

Culture of trust

Digital transformation requires an internal culture of trust. This means the development of our values and standards in the context of a living, breathing digitalisation process.

Living and breathing diversity

In a digitised working environment, we still see the employees as individuals and take their needs into account within a living, breathing culture of diversity.

Reliable working conditions

In the context of digitalisation, TUI also advocates transparent, safe and reliable working conditions.

Individual lifestyle management

By means of state-of-the-art HR concepts, TUI creates the necessary flexibility for its employees to shape different life phases (sabbatical, caregiver leave etc.). To that end we utilise the potentials of digital technologies.



The TUI AG Executive Board and the Group Works Council as the representatives of more than 10,000 employees in Germany consider the key points specified in this paper to be the cornerstones for a successful digital transformation of the TUI Group. With our signatures we document our willingness to work together in order to shape the opportunities and challenges for TUI now and in future.

newWork@TUI

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