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# Global Report on Women in Tourism

Second edition



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**With the kind support of:**

UN Women,  
World Bank Group,  
Amadeus, and  
German Federal Ministry for Economic Cooperation and Development (BMZ), implemented by  
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)



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From case study 2.3: Proyecto Emprende, Costa Rica, page 50



# Foreword

The landmark *Global Report on Women in Tourism 2010* was the first study of its kind to map the participation of women in the tourism sector worldwide. The report presented a detailed picture that focussed on five main areas: employment, entrepreneurship, leadership, education and community.

UNWTO is pleased to join forces again with UN Women, as well as new partners GIZ on behalf of BMZ, World Bank Group and Amadeus to produce this second edition. This report analyses how the situation has evolved since the 2010 study and provides a comprehensive analysis of tourism's contribution towards the United Nations 2030 Agenda for Sustainable Development, in particular Sustainable Development Goal 5 – to achieve gender equality and empower all women and girls.

This second edition builds on the first with an extended geographical scope to cover both developed and developing countries. It also includes an extensive analysis of four key branches of the tourism sector and a strengthened qualitative dimension, including a literature review, field research, interviews and a rich tapestry of in-depth case studies from across the globe.

One of the most exciting developments of recent years has been the increasing permeation of technology and digital platforms across the tourism sector. This edition of the report explores these developments from a gender perspective, highlighting the opportunities and challenges for women's empowerment and socioeconomic development in the digital age of tourism.

Above all, the *Global Report on Women in Tourism – Second Edition* is intended to provide an up-to-date and broader understanding of the situation for women in the tourism sector. Finally, the key findings, recommendations and action points provide stakeholders with the tools they need to empower women in tourism and bring us closer to a world where gender equality is a reality for all.

Zurab Pololikashvili  
Secretary-General,  
World Tourism Organization (UNWTO)

# Executive summary

Tourism has a pivotal role to play in achieving the commitments at the heart of the 2030 Agenda for Sustainable Development – including commitments to gender equality, women’s empowerment and leaving no one behind.

The aim of the *Global Report on Women in Tourism – Second Edition*, is to examine the key factors that contribute to gender equality in the tourism sector. It pinpoints challenges and identifies ways to mitigate inequality and harness tourism’s potential to advance gender equality and women’s empowerment worldwide.

In order to do this, the report explores the same **five thematic areas** as the first edition of Global Report – employment; entrepreneurship; education and training; leadership, policy and decision-making; and community and civil society. Drawing on existing literature and practice from the field of gender equality and tourism, **five thematic goals** were established to demonstrate what gender equality and women’s empowerment in tourism would look like:



Employment

Tourism provides decent work for women;



Entrepreneurship

Women’s tourism businesses lead to women’s economic empowerment;



Education

Tourism education and training promote gender equality and women’s empowerment in the sector;



Leadership

Women are leaders in the tourism sector and are represented and influential in decision-making spaces; and



Community

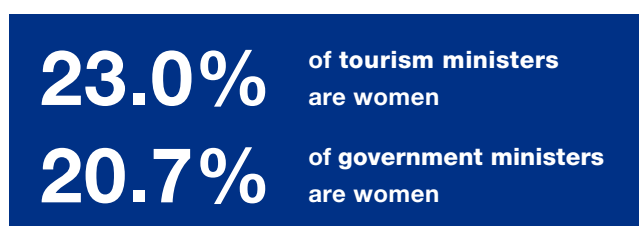
Tourism empowers women to work collectively for justice and gender equality.



A series of questions were developed to understand the extent to which the tourism sector is meeting these goals (annex 3). These questions were addressed through a combination of quantitative analysis, literature review and 25 in-depth case studies from 18 countries.<sup>11</sup> As well as exploring five thematic areas, the report explores trends across four world regions – Africa, Asia and the Pacific, Latin America and the Caribbean, and Europe – and four key tourism industries – digital platforms and technology, hotels and accommodation, tour operators, and community-based tourism.

It must be noted that the availability of national sex-disaggregated quantitative data on tourism is limited. In the report, however, this has been complimented with other reliable, representative quantitative data sets and every effort has been made to use all the available data to its full potential as noted in annex 2. Furthermore, this scarcity of quantitative data is highlighted in the report and included in the recommendations in order to improve data collection and reporting from national tourism administrations, national statistics institutes and other relevant entities to aid future research and knowledge on gender equality in tourism.

This study has led to the following key findings:



a) World Bank (2019), World Bank Open Data, World Bank, Washington, D.C. (online), available at: [https:// data.worldbank.org](https://data.worldbank.org) (01-07-2019).

1 Case studies were drawn from Albania, Bolivia, Cape Verde, Costa Rica, Ghana, India, Japan, Mexico, Morocco, Nepal, Nicaragua, Paraguay, Peru, the Republic of Korea, Spain, Uganda, the United Kingdom and the United States of America.

### Key finding 1

Targeted interventions by public, private and civil society actors – such as promoting equal pay, tackling sexual harassment and recruiting women into high-level employment – help to promote decent work for women in tourism

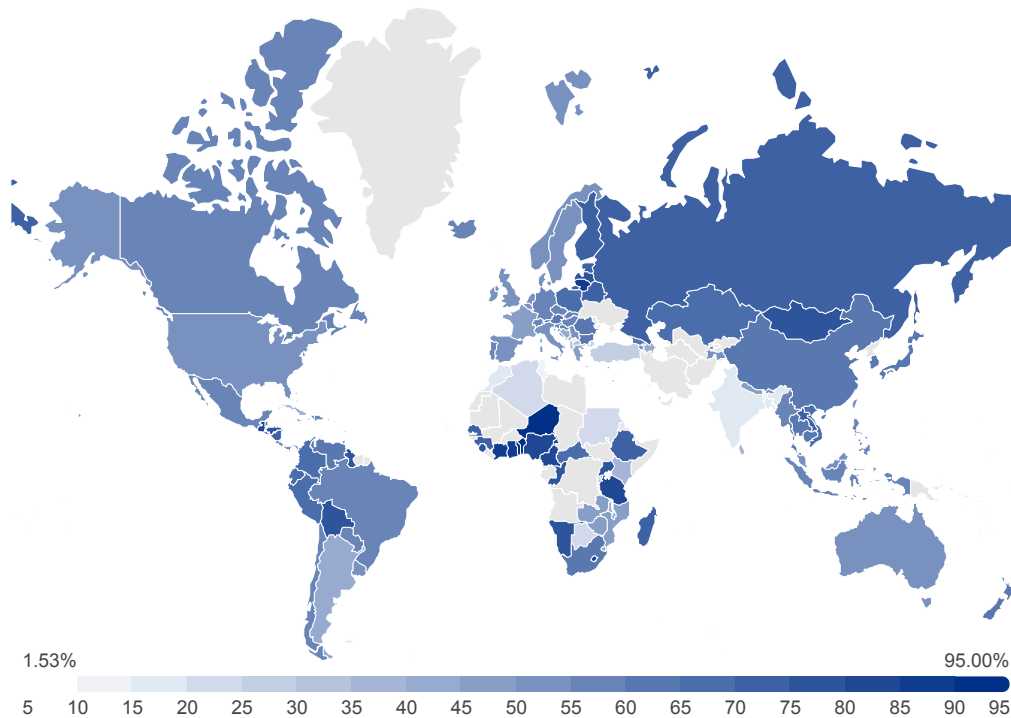
**Recommendation:**  
Implement strategies that promote decent work for women across all aspects of the tourism sector.

#### SDG targets:



Women make up the majority of the tourism workforce worldwide. The gender wage gap is narrower in tourism than it is in the broader economy at the global level. However, tourism employment is comparatively lower-paid for both men and women than average wages across the broader economy. Data analysis for this report suggests a positive correlation between a gender-sensitive macroeconomic environment and policies, and women’s employment in tourism, versus their employment in the broader economy.

Figure ES.1: Percentage of people employed in tourism that are women, 2018 (%)

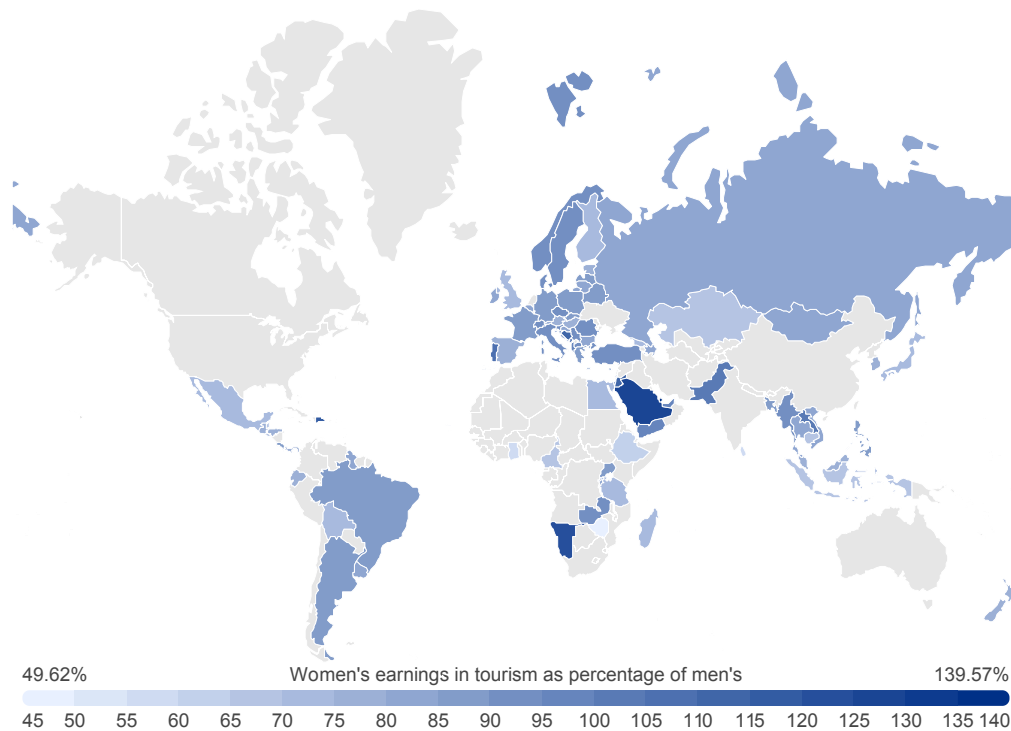


Note: Based on the proportion of women versus men employed and self-employed workers in ‘accommodation and food services’. For further details of the methodology and country selection criteria, see chapter 2.1.

Source: International Labour Organization ILOSTAT (2018b).

Women play an important role in tourism across all four world regions analysed in this report. Overall, they represent the majority of tourism workers, yet they are, by and large, relegated to lower-level positions in the sector. While women often own and run their own (usually smaller-scale) tourism enterprises as entrepreneurs, they are underrepresented in senior management positions. A gender pay gap exists in the tourism sector, as women earn less than men for equivalent work.

Figure ES.2: **Gender pay gap in tourism, 2018 (%)**



Note: Based on 'accommodation and food services' earnings by sex, using UNWTO regions for countries for which data is available. See table 2.3.

Source: International Labour Organization ILOSTAT (2018b).

Similarly, while women are the majority of students in formal tourism education, they largely lack the high-level and soft skills training needed to ensure their career progression. In all regions, women's leadership at the highest levels of decision-making is the exception, not the rule. Data analysis for this report found that 23% of tourism ministers in 2018 were women, up from 21% in 2010. This is slightly more than the proportion of women ministers overall, 20.7%.<sup>2</sup> Women are highly involved in tourism as members of communities and civil society, often pioneering initiatives to address inequalities and 'leave no one behind' – the cornerstone commitment of the Sustainable Development Goals (SDGs).

2 Inter-Parliamentary Union and UN Women (2019), *Women in Politics 2019 Map*, IPU and UN Women, New York (online), available at: [www.ipu.org](http://www.ipu.org) (01-07-2019).

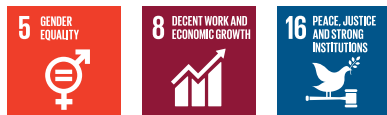
## Key finding 2

Gender-sensitive legal and macroeconomic policies at the national level increase women's economic empowerment in the tourism sector when they are implemented effectively

### Recommendation:

Include tourism in gender-sensitive legal and macroeconomic policy, in order to ensure the sector is able to contribute to gender equality and women's empowerment.

### SDG targets:



A conducive legal environment for *general* women's entrepreneurship leads to increased women's *tourism* entrepreneurship. Moreover, analysis of the available data suggests that this increase is higher in the tourism sector than in the broader economy. Patterns of women's domestic and unpaid care work are affected by tourism. This is particularly evident in Latin America and the Caribbean, but notable tensions in terms of women's work-life balance are evident in all four regions. This balance has been negotiated more successfully in contexts where political will, government policies and private sector commitments converge, than in other contexts.

Markets for women's tourism products are often – but not always – small and not sufficiently diversified. A number of case studies in this report found that market demand for women's handicrafts and cultural tourism products are compact and crowded. As such, there is a need to improve product development and market outlets in order to encourage innovation. There is also a need for women's community groups to diversify tourism income activities in many contexts – for instance, moving into agriculture as part of tourism supply chains can offer a promising alternative in some contexts.



From case study 2.1: Peak DMC, India, page 36

### Key finding 3

Investment in skills training for women – including training on soft skills and awareness raising on available training opportunities – and gender equality training across the sector, lead to greater outcomes for gender equality

#### Recommendation:

Develop skills and leadership training for women in tourism, as well as gender equality training programmes for tourism representatives in the public and private sectors.

#### SDG targets:



A lack of education or formal training jeopardizes women’s active participation in tourism. This is especially true for impoverished women, even in diverse contexts. By contrast, training proved indispensable to the success of several initiatives, as shown in all regions. To be truly effective, training must go beyond business training and encompass training that bundles soft skills, network building and other key skills, alongside the high-level training necessary for career progression.

The case studies in this report highlight the need for context-specific training, as well as training on information and communication technologies (ICT), particularly digital tourism platforms. In addition, it is essential that gender equality training is provided for the public and private tourism sector to ensure that awareness and skills are developed in order to maximize tourism’s contribution to women’s empowerment.

## Key finding 4

Gender equality strategies for the tourism sector are vital for women's empowerment, and must be backed by institutional and budgetary support

### Recommendation:

Mainstream gender equality considerations in national tourism policies and plans, including committing sufficient human and financial resources to ensure that these are fully institutionalized and implemented.

### SDG targets:



The importance of gender equality is being recognized in tourism policy frameworks, initiatives and national development plans. These are more prominent in Africa and Europe than in Latin America and the Caribbean, and significantly more than in Asia and the Pacific. Gender mainstreaming in tourism is the most effective way to ensure gender equality and women's empowerment in the sector.

Countries with a woman tourism minister have a higher score on the Global Gender Gap Index political empowerment score than those with a male tourism minister (0.243 versus 0.206). In addition, this report's analysis of available data finds a strong correlation between gender-sensitive policies, on the one hand, and women's ability to thrive in tourism employment and leadership, on the other.

When political will to work on gender equality is strong, different public sector actors can come together and work productively. When political will at the national level is lacking, local and regional actors can push forward gender equality agendas in the tourism sector, particularly in regions with a high dependence on tourism. Following this, national tourism bodies can look to what is being done at the sub-national level and replicate this at the national level.

Gender equality needs to be firmly embedded in tourism policy. Like all gender equality policies in general, gender equality strategies in the tourism sector are highly vulnerable to changes in government. As such, it is important to work on *institutionalizing* a gender perspective in tourism through gender mainstreaming, rather than focussing solely on policy development. Unless a gender perspective is institutionalized, every 'moment of political change' requires fresh efforts to draw the attention of tourism policy-makers towards gender mainstreaming. Rather than adapting gender equality to the tourism sector, gender equality and tourism strategies work best when they facilitate tourism development from a gender perspective.

This is also the case in the private sector, where tangible changes can be observed when senior management take concrete steps to address inequalities within their workforce. In addition, champions, mentors and role models – both women and men – are needed to advocate for gender equality and women's empowerment in tourism. As the case studies show, lobbying is a vital means of securing political will for women's empowerment and gender equality in tourism.



## Key finding 5

Women can be empowered politically and socially through tourism when links are made with the broader community and civil society organizations

### Recommendation:

Support grassroots women's organizations in tourism communities and fully facilitate women's participation and leadership in trade unions across the sector.

### SDG targets:



It is vital to look beyond tourism's purely economic benefits to foster substantive gender equality and sustainable development. While tourism can increase women's economic participation, many of the case studies reinforce existing research which shows how women may not be empowered despite having gained entrepreneurial success. Instead, their traditional gender roles are often prioritized over their roles as business women. In several of the cases presented, women view tourism as a supplementary or additional form of labour, given their enduring responsibilities for unpaid care and domestic work. This highlights the essential link between macroeconomic and social welfare policies in order to enable women to experience any tangible empowerment effects from participation in the tourism sector.

Collaboration is essential, including between women's groups, with other non-governmental organizations (NGOs) and even with other economic sectors. Collaboration between private sector actors and civil society organizations such as trade unions is equally vital, giving tourists the opportunity to support women workers' rights, and more broadly building consumer power and demand within companies for worker protection.

Conversely, the challenges that arise when women's groups are in conflict are clear in a number of the case studies presented. There is sometimes a disconnect between women who are engaged in tourism – often labelled 'money women' because they earn incomes or 'stand out' – and other community members. This highlights the importance of considering 'intersectionality' when developing initiatives for gender equality in tourism. This means taking into account women's different identities and privileges in terms of location, ethnicity, nationality, socioeconomic background, disability, and other identity markers, hand in hand with the intersections of these identities.



From case study 2.3: Proyecto Empeñe, Costa Rica, page 50

### Key finding 6

When targeted gender-sensitive training is provided and women have access to appropriate technology, the digitalization of tourism can offer exciting new opportunities for women’s innovation and empowerment

**Recommendation:**  
 Increase women’s participation in training on digital technologies in tourism, at the same time address issues of women’s access to and usage of technology.

#### SDG targets:



The case studies showcase the ways in which women’s tourism initiatives have utilized new technologies in innovative ways. Digital platforms offer new avenues for collaboration and awareness raising, bringing actors together in ways never before seen – from linking private sector enterprises with civil society, to bringing consumers closer to tourism workers.

In order to be accessible to a wide range of women, education and training in information and communication technologies need to be embedded in tourism strategies.

## Key finding 7

The availability of sex-disaggregated tourism data allows for better targeted gender equality interventions in the sector and leads to greater women's empowerment

### Recommendation:

Strengthen national capacity to research and report on gender disaggregated tourism data and to use it to promote gender equality and women's empowerment.

### SDG targets:



There is a definite need for more data, disaggregated by sex, across all world regions on women in tourism. There is an equally great need for research on gender equality and tourism in country contexts and tourism industries worldwide, as well as impact evaluations and randomized control trials to identify which types of initiatives work best for women's empowerment in tourism. For the countries which provide such data to UNWTO, it has been possible to develop a clearer picture of women's role in the sector.

Greater research into tourism and gender equality at the global level would help to identify which levers to pull to ensure that the sector contributes positively to key areas such as providing decent employment, closing the gender pay gap, and promoting women's entrepreneurship. If sufficient data were available across all the variables explored in this report, it would have been possible to carry out a regression analysis to identify which variables have the greatest impact on gender equality in tourism. This could then be used to inform policy and allow different countries to identify where best to channel their strategic interventions in the sector.

## Chapter 1: Background and approach



Tourism has a pivotal role to play in achieving the commitments at the heart of the 2030 Agenda for Sustainable Development – including commitments to gender equality, women’s empowerment and leaving no one behind. The aim of this *Global Report on Women in Tourism – Second Edition* is to support the implementation of these commitments by examining the key factors that contribute to gender equality in the tourism sector, pinpointing challenges and identifying ways to mitigate inequality and harness tourism’s potential to advance gender equality and women’s empowerment worldwide.

The first *Global Report on Women in Tourism 2010* was a baseline for exploring gender issues in the tourism sector. It developed a set of indicators, key findings and recommendations for different stakeholders. As the first report argued:

“Although much information is still missing, the results of this initial survey suggest that tourism is worth investing in; it has the potential to be a vehicle for the empowerment of women in developing regions. Tourism provides better opportunities for women’s participation in the workforce, women’s entrepreneurship, and women’s leadership than other sectors of the economy. Women in tourism are still underpaid, under-utilized, under-educated, and under-represented; but tourism offers pathways to success.”<sup>1</sup>

**Box 1.1: Key findings of the *Global Report on Women in Tourism 2010***

1. Women make up a large proportion of the formal tourism workforce.
2. Women are well represented in service and clerical level jobs but poorly represented at professional levels.
3. Women in tourism are typically earning 10% to 15% less than their male counterparts.
4. The tourism sector has almost twice as many women employers as other sectors.
5. One in five tourism ministers worldwide are women.
6. Women make up a much higher proportion of own-account workers in tourism than in other sectors.
7. A large amount of unpaid work is being carried out by women in family tourism businesses.

Since the publication of the *Global Report on Women in Tourism in 2010*, the panorama for gender issues in tourism has shifted in a number of ways:

First, the literature on gender equality and tourism has expanded, with more analytical and empirical studies available.

Second, a number of initiatives in gender equality and tourism have been developed at a range of levels – the public sector, private sector and civil society.

Third, within the context of the Sustainable Development Goals (SDGs) – particularly **SDG 5** (Achieve gender equality and empower all women and girls), but also **SDGs 1** (End poverty in all its

1 World Tourism Organization and United Nations Entity for Gender Equality and the Empowerment of Women (2011), *Global Report on Women in Tourism 2010*, UNWTO, Madrid, p. 76, DOI: <https://doi.org/10.18111/9789284413737>.



forms everywhere), **SDG 8** (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) and **SDG 11** (Make cities and human settlements inclusive, safe, resilient and sustainable) – gender equality now has a prominent role in international and national politics for both developing and developed countries.

Fourth, interest in gender equality and women’s rights has surged in recent years, with movements and campaigns such as ‘#MeToo’ and ‘#NiUnaMenos’ drawing high profile attention to issues of sexual harassment, gender inequality and violence against women. A growing global movement for inclusion of lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) rights is pushing for greater diversity across all sectors.

To reflect these changes, a number of cross-cutting themes are addressed throughout this report. These include:

- Gender dimensions of the changing nature of the tourism sector;
- Gender equality and the future of work;
- Tourism and the SDGs; and
- Tourism and the commitment of the 2030 Agenda of Sustainable Development to “leave no one behind”.

Pressure on governments and tourism companies is growing to demonstrate a positive impact on gender equality and women’s empowerment, as well as to ensure that tourism does not increase the exploitation of women. This is a timely moment to take stock of the current situation of gender equality in the tourism sector through this second edition of the Global Report.

## 1.1 Conceptual framework

This report addresses three research questions:

1. What are the key factors that contribute to gender equality and women's empowerment in the tourism sector?
2. What are the key challenges to tourism contributing to gender equality and women's empowerment?
3. What concrete measures can be put in place to mitigate gender inequality in the tourism sector and harness its potential to contribute to gender equality and women's empowerment, as envisaged in the SDGs, particularly SGG 5?

As shown in figure 1.1, the conceptual framework for the report is built around three key components or 'axes' – five thematic areas, four world regions and four tourism industries.

Figure 1.1: **Conceptual framework for the *Global Report on Women in Tourism, Second Edition***

Key component 1: Thematic areas	Key component 2: World regions	Key component 3: Tourism industries
<ol style="list-style-type: none"><li>1. Employment</li><li>2. Entrepreneurship</li><li>3. Education and training</li><li>4. Leadership, policy and decision-making</li><li>5. Community and civil society</li></ol>	<ol style="list-style-type: none"><li>1. Africa</li><li>2. Asia and the Pacific</li><li>3. Europe</li><li>4. Latin America and the Caribbean</li></ol>	<ol style="list-style-type: none"><li>1. Digital platforms and technology</li><li>2. Hotels and accommodation</li><li>3. Tour operators</li><li>4. Community-based tourism</li></ol>

The **thematic areas** covered by the report reflect those developed by the first *Global Report on Women in Tourism in 2010*. These are considered central for exploring women's roles, gender equality and inequalities in the tourism sector.

The report also uses UNWTO regional and sub-regional groupings. The four **regions** featured in chapter 3 on world regions represent the majority of global tourism flows. Unlike the first edition of the *Global Report*, Europe is included, reflecting the expanded scope of the second edition. While other countries from outside these regions are featured in the analysis, they do not have their own specific section.

The expanded geographical scope of the report is also reflected in the quantitative methodology and country selection criteria which take into account a wider selection of countries than the 2010 report (for further details see annexes 2 and 4).



The report also includes four **tourism industries**, as defined by UNWTO (see box 1.2 for a detailed description of UNWTO categories).<sup>2</sup> Digital platforms and technology are featured because of their rapidly growing importance for the tourism sector – an influence which spans and cuts across different long-standing tourism industries. The report focusses on how technologies can be harnessed to support gender equality and women's empowerment in tourism. Hotels and accommodation relates to category 1 (accommodation for visitors) of UNWTO's list of tourism industries, as this industry is predominantly made up of women workers worldwide. Tour operators relates to UNWTO category 8 (travel agencies and other reservation services activities), an area which has traditionally been owned and managed by men around the globe.

**Box 1.2: UNWTO's categorization of tourism industries**

The term *tourism industries* includes those industries that typically produce characteristic tourism products and activities. It is equivalent to the more colloquial term 'tourism sector'. Tourism industries include:

1. Accommodation for visitors;
2. Food and beverage serving activities;
3. Railway passenger transport;
4. Road passenger transport;
5. Water passenger transport;
6. Air passenger transport;
7. Transport equipment rental;
8. Travel agencies and other reservation services activities;
9. Cultural activities;
10. Sports and recreational activities;
11. Retail trade of country-specific tourism characteristic goods; and
12. Other country-specific tourism characteristic activities.

Source: World Tourism Organization (2019), *Methodological Notes to the Tourism Statistics Database, 2019 Edition*, UNWTO, Madrid, p. 19, DOI: <https://doi.org/10.18111/9789284420476>.

The fourth industry, referred to in this report as 'community-based tourism', encompasses many different types of tourism<sup>3</sup>. It is sometimes called 'ecotourism', 'responsible tourism', 'ethical tourism' or 'sustainable tourism'. In terms of UNWTO's categorization of industries, community-based tourism can be considered under cultural activities (category 9); sports and recreational activities (category 10); the retail trade of country-specific tourism characteristic goods (category 11) – for example, handicrafts –; and other country-specific tourism characteristic activities, such

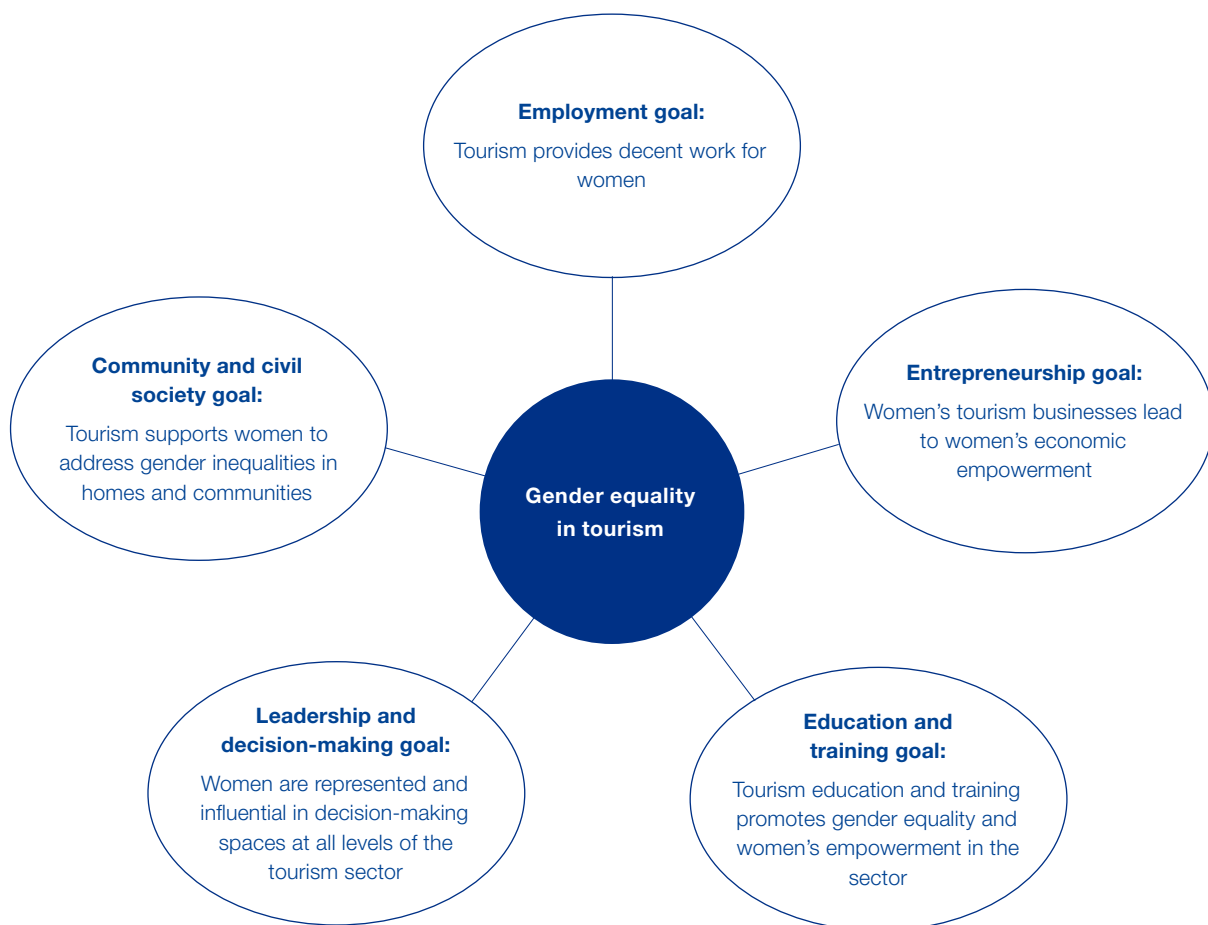
2 Other tourism industries were considered in the selection process, including cruise and air transport. However, in the case of cruises, employment conditions are similar to those in hotels, so it is considered that these issues will be covered in both the thematic area on employment and the industry chapter on hotels and accommodation. Moreover, little information is available on gender and cruises. For air passenger transport, it was considered that the other industries are more specifically related to tourism *per se* rather than travel, and thus more relevant for the purposes of this report. This can be highlighted as an area for future research and data collection.

3 World Tourism Organization (2019), *UNWTO Tourism Definitions*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284420858>.

as natural phenomena or wildlife tourism (category 12). A focus on community-based tourism is essential for any study on gender equality and tourism, as these kinds of activities at the community/destination level represent many opportunities for women to interact with the tourism sector.

The goals for each thematic area from the first Global Report were revised to reflect the expanded scope of the second edition, as shown in figure 1.2. These goals are grounded in a commitment to gender equality and women's empowerment – as set out in SDG 5. This means that the report has a strong focus on the **quality** of women's participation in the tourism sector, as well as the ways in which their participation either **reinforces or transforms gendered power relations**.

Figure 1.2: **Thematic goals of the *Global Report on Women in Tourism, Second Edition***



The methodology of the report combined qualitative and quantitative research, as set out in detail in annex 2. The case study research in this report is one of its major contributions featuring 25 detailed case studies from 18 countries.<sup>4</sup> The case studies present proven good practices in contributing to the goals in one or more of this report's thematic areas, and are further supplemented by a range of 'snapshots' from around the world. These case studies serve as a basis for developing action-oriented recommendations for tourism stakeholders who aim to promote gender equality in the sector.

The study has some limitations, particularly in terms of the availability of sex-disaggregated national data on tourism, however, in the report this has been complimented with other reliable and representative quantitative data sets. Details of the available data, methodology and established country selection criteria are available in annex 2.

It should be noted that the quantitative findings of the 2010 were largely based on the LABORSTA database which collected a wider range of statistics on women in tourism. The second edition of the report draws from the more limited ILOSTAT database which replaced LABORSTA. Despite the lack of a complete set of quantitative data, every effort has been made to use the available data to its full potential as noted in annex 2. Furthermore, this scarcity of quantitative data is highlighted in the report and included in the recommendations in order to improve data collection and reporting from national tourism administrations, national statistics institutes and other relevant entities to aid future research and knowledge on gender equality in tourism.

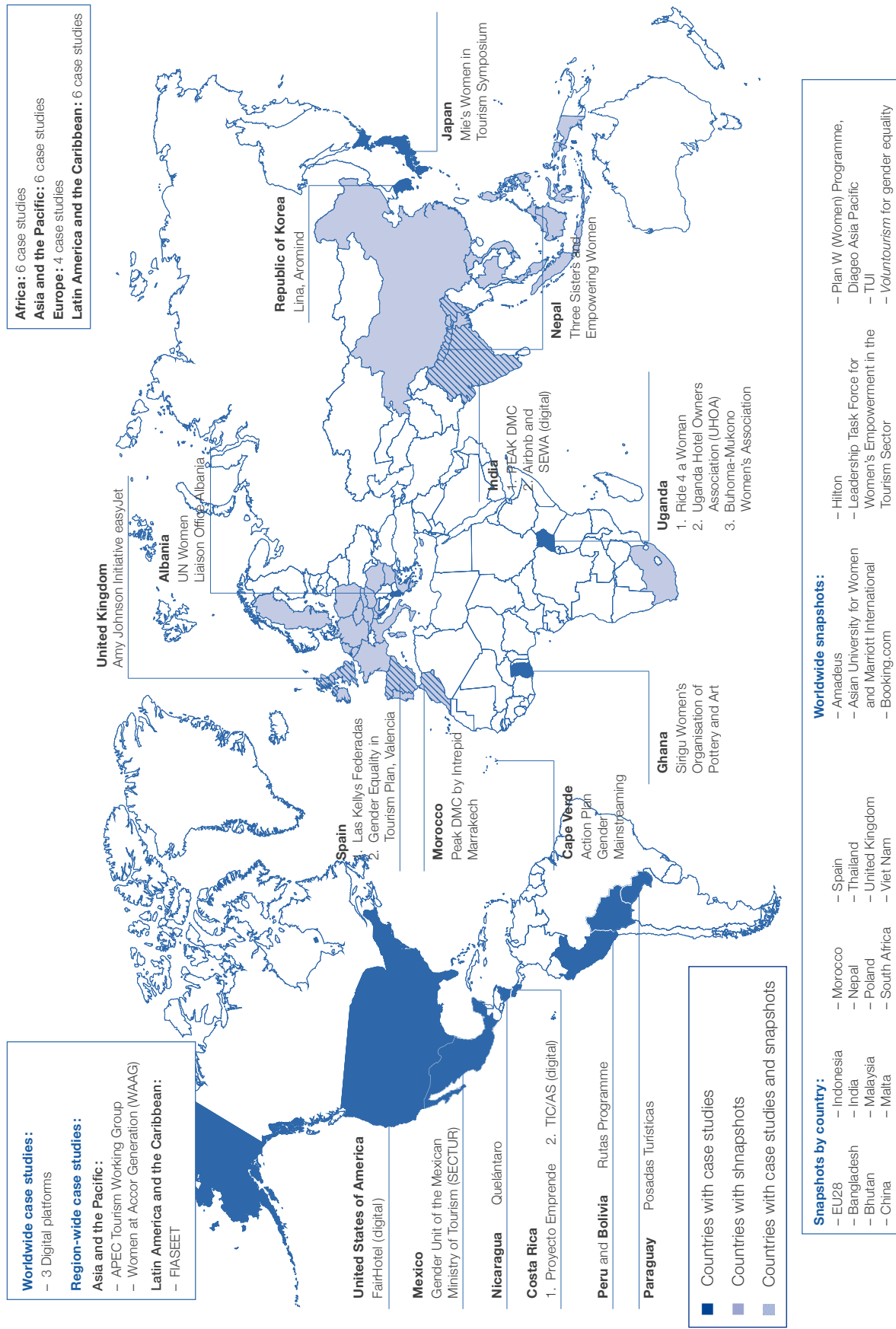
## 1.2 Report structure

The report is structured in five main chapters, including this introductory chapter which sets out the report's background and methodological approach. Chapter 2 outlines the gender dimensions of tourism in the five thematic areas: employment; entrepreneurship; education and training; leadership, policy and decision-making; and community and civil society. Chapter 3 outlines key regional trends, including the findings of regional case studies from Africa, Asia and the Pacific, Europe, and Latin America and the Caribbean. Chapter 4 presents findings and case studies on the four selected tourism industries – digital platforms and technology, hotels and accommodation, tour operators and community-based tourism. Finally, chapter 5 provides key recommendations for stakeholders.

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4 Case studies were drawn from Albania, Bolivia, Cape Verde, Costa Rica, Ghana, India, Japan, Mexico, Morocco, Nepal, Nicaragua, Paraguay, Peru, the Republic of Korea, Spain, Uganda, the United Kingdom and the United States of America, as well as three region-wide studies – one from Latin America and the Caribbean, and two from Asia and the Pacific.

Figure 1.3: Map of case studies and snapshots





From case study 3.1: Bridget Adongo, Sirigu Women's Organisation of Pottery and Art (SWOPA), Ghana, page 90

## Chapter 2: Thematic areas

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From case study 2.4: Lina Choi and Aromind, Republic of Korea, page 56

This chapter explores the status of women in tourism across the same five thematic areas as in the first edition of the *Global Report on Women in Tourism 2010* – employment; entrepreneurship; education and training; leadership, policy and decision-making; and community and civil society. For each thematic area, the analysis explores to what extent the goal is being reached. For example, does employment in tourism provide decent work for women? Does tourism entrepreneurship lead to women’s economic empowerment? Does tourism education and training promote gender equality and women’s empowerment in the sector? Are women represented and influential in decision-making spaces at all levels of the tourism sector? Does tourism support women to address gender inequalities in homes and communities? Using quantitative data and in-depth case studies, the chapter develops a picture of the key opportunities and challenges for achieving gender equality in the tourism sector. These are also compared to the findings of the *Global Report on Women in Tourism 2010* to measure what has changed in recent years.

## 2.1 Employment



This report finds that 54% of people employed in tourism worldwide are women. Out of the countries selected for inclusion in this report,<sup>1</sup> ILO holds sex-disaggregated data for 117 countries. Of the remaining countries selected for inclusion, ILO provides modelled estimates for 41 which were used to complete the data set. Based on these figures the total female workforce for these 157 countries is 54%.<sup>2</sup>

Table 2.1: **Number and percentage of persons employed by sex in ‘accommodation and food services’ activities, 2009–2018**

UNWTO region	Number of countries included in the sample	Number of persons employed (× 1,000)	Number of women employed (× 1,000)	Female workers (%)
Americas	33	28,040	16,034	57
Africa	37	6,602	4,881	69
Asia and the Pacific	29	58,669	31,047	53
Europe	45	16,264	8,580	53
Middle East	13	2,897	310	9
World	157	112,500	60,867	54

Note: As detailed in chapter 2.1.1, due to the lack of sex-disaggregated data on employment in the tourism sector as a whole, employment data on ‘accommodation and food services’ activities has been used as a proxy for tourism employment.

Sources: International Labour Organization ILOSTAT (2018b).

- 1 The Global Report on Women in Tourism, Second Edition, has an extended geographical scope compared to the previous edition and detailed country selection criteria have been established. See annex 2 for full details of the countries included in the quantitative analysis of this report.
- 2 Calculation based on ILOSTAT data on the proportion of female versus male employed and self-employed workers in accommodation and food services. See: International Labour Organization ILOSTAT (2018b). It is important to note that this figure is based on selected countries (see annex 2). Where these figures differ from UNWTO and ILO figures it is due to the quantitative methodology used in this report which does not take into consideration countries where tourism is not a significant sector according to the established criteria. Based on ILO-modelled estimates for the world, the overall proportion of female employment in ‘accommodation’ and ‘food service’ activities was 53% in 2018 (source: Employment by sex and economic activity – ILO-modelled estimates, November 2018.)





The first *Global Report on Women in Tourism 2010* found that:

- Women make up a large proportion of the formal tourism workforce;
- Women are well represented in service and clerical level jobs but poorly represented at professional levels; and
- Women in tourism typically earn 10% to 15% less than their male counterparts.

As shown in the analysis and case studies below, there have been substantive changes in the last eight years. Overall, there is a greater awareness of gender equality issues in the sector among public and private sector actors. In many cases, legal protections for women in tourism employment have been strengthened. Efforts are being made to tackle the gender pay gap in the sector and, increasingly, attention is being paid to addressing women's employment rights.

Despite changes, however, many of the trends noted in the first edition persist. In 2018, women continue to represent a large proportion of the tourism workforce (54%), remain concentrated in low-level employment and are poorly represented at higher professional levels. This means that, although women's participation in tourism is significant, the overall quality of their participation remains poor. The pay gap has not been bridged – women in tourism in 2018 continue to earn less than men. As in all sectors, gender inequality remains a key challenge for tourism employment. The detailed case studies highlight the kinds of measures that have been taken to address these problems and promote decent work for women in tourism.

**54%** of people employed in tourism are women.

## 2.1.1 Findings and good practices in tourism employment

Data analysis conducted for this report reveals a number of gendered features of tourism employment. Significantly more data is available on tourism employment, including in relation to gender, than on any other thematic area.

### **Women continue to make up the majority of the tourism workforce worldwide**

Around the world, tourism remains a women-dominated sector. Despite great variations by region, using data from the International Labour Organization's (ILO) category of 'accommodation and food services' as a proxy reveals that women represent most of the tourism workforce in 69% of the countries for which data is available. To test the suitability of this proxy, it was compared with two countries/regions for which more detailed data is available on the tourism sector more broadly: the 28 Member States of the European Union (EU28) and South Africa – 58.5% and 60.47% respectively. Results from this test confirmed that the category of 'accommodation and food services' can be used as a fairly reliable proxy for tourism employment. The finding broadly reflects the International Labour Organization's 2013 estimate that women account for between 60% and 70% of the tourism labour force.<sup>3</sup> This finding underscores the potential of tourism as a key sector for promoting gender equality and women's empowerment.

More detailed information is available from the countries which provide sex-disaggregated data to UNWTO. Table 2.2 shows that the share of women employees in the broader economy is lower than 50% across all 23 countries for which sex-disaggregated data is available. However, in five of these countries – Canada, the Czech Republic, San Marino, Slovakia and Slovenia – women represented over 50% of tourism employees. This could indicate that tourism provides greater opportunities for employment for women than in the broader economy. It could also indicate that there is a greater proportion of women-dominated occupations available in the tourism sector than in the broader economy.

While in some countries, the share of women's employment in tourism roughly mirrors the share of women's employment in the broader economy, in others there are sizeable differences. For example, according to the most recent available data for the State of Palestine, women account for just 9% of tourism employees, although they make up 49.5% of workers in the broader economy. This indicates that factors beyond women's broader participation in employment accounts for their concentration, or lack thereof, in tourism. These factors could include, among others, the importance of tourism to the economy; a country's macroeconomic, legal and policy environment; the proportion of persons employed by occupational status; and the level of informal employment in tourism.

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3 International Labour Organization (2013), *Toolkit on poverty reduction through tourism, 2nd edition*, ILO, Geneva (online), available at: [www.ilo.org](http://www.ilo.org) (01-07-2019).

Table 2.2: **Comparison of UNWTO data on employees in tourism by sex with ILOSTAT data on overall employees by sex, 2005–2016**

Country	UNWTO region	Women employees in tourism (%)	Women employees in the broader economy (%)	Differential (%)
Czech Republic	Europe	55.0	46.1	8.9
Slovenia	Europe	54.2	48.3	5.9
San Marino	Europe	51.5	N/A	N/A
Canada	Americas	51.4	49.4	2.0
Slovakia	Europe	51.0	47.2	3.8
Martinique	Americas	49.4	N/A	N/A
Austria	Europe	48.2	48.5	-0.4
United Kingdom	Europe	47.5	49.4	-2.0
Mozambique	Africa	46.7	21.1	25.5
Hungary	Europe	46.7	47.5	-0.9
Sierra Leone	Africa	45.7	26.2	19.6
Brazil	Americas	45.7	45.5	0.2
Spain	Europe	41.9	47.8	-5.9
Greece	Europe	41.1	45.0	-3.9
Georgia	Europe	40.9	N/A -	N/A
Zambia	Africa	40.1	N/A	N/A
Uruguay	Americas	39.0	47.0	-8.0
Congo, Republic of the	Africa	33.3	19.8	13.5
Tajikistan	Europe	30.0	34.9	-4.9
Jordan	Middle East	9.5		
State of Palestine	Middle East	9.0	49.5	-40.4
Egypt	Middle East	2.1	16.9	-14.8

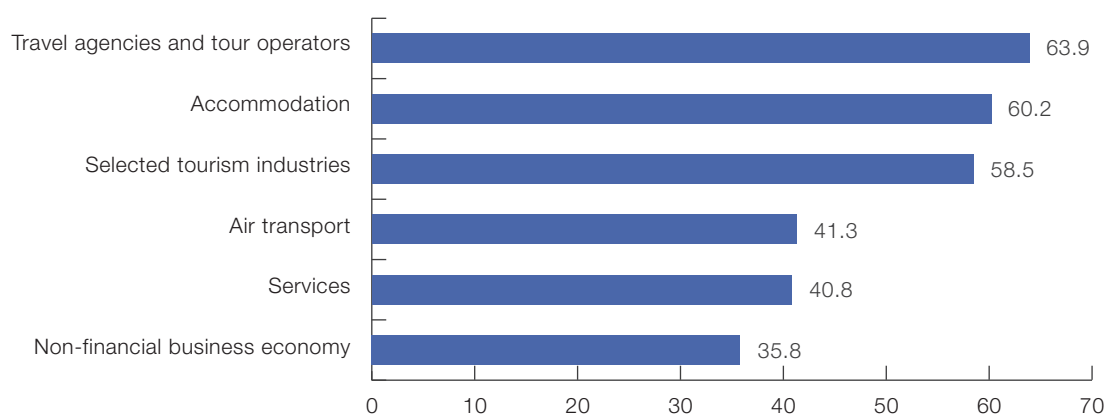
Note: Data from UNWTO and ILO has been used and matched by year.

Sources: World Tourism Organization (2012–2016), ‘Series 5.14: Employment – Number of full-time equivalent jobs by status in employment’, *Compendium of Tourism Statistics* dataset [electronic], UNWTO, Madrid (online), available at: [www.e-unwto.org](http://www.e-unwto.org).  
International Labour Organization ILOSTAT (2018b).

European Union (EU28) data allows for a more detailed breakdown. As shown in figure 2.1, women make up 58.5% of all employees in selected tourism industries in the EU, compared to 40.8% in services and 35.8% in the non-financial business economy. The figures are even higher for accommodation and travel agencies/tour operators, at 60.2% and 63.9% respectively. At the time of producing the report, 2014 was the latest year with available EU data covering ‘selected tourism

industries'. The EU defines tourism differently to UNWTO and such data is collected periodically, not annually.<sup>4</sup>

Figure 2.1: **Characteristics of employment in tourism, EU28, 2014, share of employed women (%)**



Note: Figures for tourism industries are based on customized data extractions, not available online. <https://ec.europa.eu/eurostat/web/products-eurostat-news/-/EDN-20190306-1>.

Source: Eurostat (2014), *Data on Tourism Industries*, European Union, Luxembourg (online), available at: <https://ec.europa.eu/eurostat/web/tourism/data/database> (01-07-2019).

The majority of tourism workers around the world, on average, are under 35 years (half are 25 or under) and migrant workers make up a large share of workers in this sector.<sup>5</sup> As the International Labour Organization notes, “tourism also serves as a first entry point to the world of work, especially for women, youth, migrant workers and rural populations in developing and least developed countries.”<sup>6</sup> Tourism employment draws on gender inequalities that provide a large global supply of highly flexibilized and low-paid women workers.<sup>7</sup> Women’s work in tourism is dominated by informality, through high staff turnover, long working hours, subcontracting, flexible working conditions, the prevalence of casual workers and seasonal variations in employment.<sup>8</sup> Early research on gender equality and tourism highlighted a clear segmentation in tourism employment, with the majority of women’s work being concentrated in seasonal, part-time, low-paid and low-skill activities, such as

4 Eurostat figures for tourism industries are based on customized data extractions, not available online. However, the EU has noted that: “The three industries that rely almost entirely on tourism (accommodation, travel agencies/tour operators, air transport) employ 3.6 million people in the EU. These three industries will from now on be referred to as the ‘selected tourism industries’.” For more information, see: <https://ec.europa.eu/eurostat/web/products-eurostat-news/-/EDN-20190306-1>.

5 International Labour Organization (2017), *ILO guidelines on decent work and socially responsible tourism*, ILO, Geneva (online), available at: [www.ilo.org](http://www.ilo.org) (01-07-2019).

6 International Labour Organization (2013), *International perspectives on women and work in hotels, catering and tourism*, ILO, Geneva (online), available at: [www.ilo.org](http://www.ilo.org) (01-07-2019).

7 Ferguson, F. (2011), ‘Promoting gender equality and empowering women? Tourism and the third Millennium Development Goal’, *Current Issues in Tourism*, volume 14 (3).

8 International Labour Organization (2001), *Human resources development, employment and globalization in the hotel, catering and tourism sector. Report TMHCT/2001*, ILO, Geneva (online), available at: [www.ilo.org](http://www.ilo.org) (01-07-2019).

retail, hospitality and cleaning.<sup>9</sup> Moreover, these dynamics were found to be reflected not only in large hotel and restaurant chains, but also in smaller hotels and family-run enterprises.<sup>10</sup> Gender-related inequalities are rife due to the significant horizontal and vertical segregation of occupations in the sector. Moreover, low-skilled or unskilled women tend to have the most vulnerable, low-paying jobs.<sup>11</sup>

Women also suffer segregation in terms of access to education and training and are on average paid less than male workers for comparable skills.<sup>12</sup> Gender inequalities are heightened when issues such as race, ethnicity and migration are taken into account, as migrant workers and women from marginalized socioeconomic groups are likely to experience these inequalities more sharply.<sup>13</sup> This is demonstrated in several case studies in this report. These intersectional inequalities are vital to address in the context of the 2030 Agenda for Sustainable Development's pledge to leave no one behind.

The International Labour Organization recommends designing and implementing sustainable tourism policies that create full and productive employment and decent work for all, while promoting full and productive tourism employment, sustainable tourism enterprises and decent employment for women and youth. The following measures are also recommended:<sup>14</sup>

- Facilitating the transition to formality;
- Social security and maternity protection;
- Better working conditions;
- Non-standard forms of employment;
- Investing in human resource development;
- Implementing international labour standards and enforcing compliance with legislative frameworks;
- Promoting equality and non-discrimination;
- Eliminating forced and child labour;
- Ensuring freedom of association and the right to collective bargaining;
- Strengthening labour protection; and
- Enabling effective social dialogue.

The case study of Peak DMC in India is a strong example of how private sector actors can take steps to promote women's inclusion, bolster flexibility and work to curb harassment and exploitation.

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9 Chant, S. (1996), 'Gender and tourism employment in Mexico and the Philippines', in: Sinclair, M. T. (ed.), *Gender, Work and Tourism. Routledge advances in tourism*, Routledge, London, pp. 120–179; Sinclair, M. (1997), 'Gendered work in tourism: Comparative perspectives', in: Sinclair, M. (ed.), *Gender, Work and Tourism, Routledge*, New York, pp. 220–234.

10 Sinclair, M. (1997), 'Gendered work in tourism: Comparative perspectives', in: Sinclair, M. (ed.), *Gender, Work and Tourism, Routledge*, New York, pp. 220–234.

11 International Labour Organization (2017), *ILO guidelines on decent work and socially responsible tourism*, ILO, Geneva (online), available at: [www.ilo.org](http://www.ilo.org) (01-07-2019).

12 Ibid.

13 O'Neil, T.; Fleury, A. and Foresti, M. (2016), *Women on the move Migration, gender equality and the 2030 Agenda for Sustainable Development*, Overseas Development Institute (ODI) and Swiss Agency for Development and Cooperation (SDC), Bern (online), available at: [www.odi.org/sites/odi.org.uk/files/resource-documents/10731.pdf](http://www.odi.org/sites/odi.org.uk/files/resource-documents/10731.pdf) (01-07-2019).

14 International Labour Organization (2017), *ILO guidelines on decent work and socially responsible tourism*, ILO, Geneva (online), available at: [www.ilo.org](http://www.ilo.org) (01-07-2019).

India ranks 108th of 144 countries on the World Economic Forum's Global Gender Gap Index. The country's female labour force participation rate is estimated at just 27%. In India's private sector, very few women are in decision-making positions and the tourism sector's higher management levels are heavily dominated by men. Women tour leaders in India are exceptionally rare, as the nature of the role requires them to be away from home for extended periods of time. Tour leading is considered a challenging role for women in India, with deep-seated cultural reasons behind this belief.

Peak DMC India's approach to organizing tours with women leaders differs slightly than for men leaders, as follows:

- Flexibility: Peak DMC schedules women on shorter trips, and on trips that start and end in New Delhi (or another central location), so that it is easier for them to get back to their families on breaks between trips.
- Mentoring system: Peak DMC has a support system within the company to support and mentor women during their trips. They have created a safe work atmosphere by communicating to their suppliers that women leaders need special attention when they first start working.

Peak DMC India has a written zero tolerance policy on sexual misconduct and harassment – reflecting moves at the national level.<sup>a</sup> From only two women tour leaders in 2016, when the company decided to take a more proactive stance, it now has 16 – an increase of 700%. This is the highest number of women tour leaders of any inbound tour operator or destination management company in India. Peak DMC has set a goal to achieve a 50/50 ratio of men to women leaders by 2020.

One of Peak DMC India's main objectives is to normalize the idea of women tour leaders and create a positive example for other travel companies. Although it is still early days, media coverage received in 2017 was a huge boost to their initiative's visibility. It is hoped that this will inspire women to take up tour leading and other Indian tour companies to recruit women leaders. The initiative in India also resulted in the company's first ever women leaders in highly patriarchal societies, such as Morocco (see the experience of Peak DMC Morocco in section 4.3) and a recruitment process in Egypt – where the numbers of women leaders have tripled from three to nine.

### Lessons learned

The experience of Peak DMC India offers a good example of strategies that tour companies can put in place to address the *status quo* of the male-dominated tourism sector and to challenge the gender stereotypes and conservative cultural mind-sets which hold that men are more capable than women. These strategies do not cost much, they are simple to implement and – as the case study shows – companies can follow through on commitments to gender equality. As Peak DMC India's pro-active gender equality approach is fairly recent, the company is not yet engaged in more in-depth discussions on gender equality. For example, issues of childcare for working women could not yet be addressed, nor the notion that fathers too can share in parental leave. These are issues that should be addressed by tour operators to take forward their commitment to gender equality.

- a) To take this forward, India has set up an Internal Committee under Section 4(2) and Section 19(b) of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act and the Rules (2013). This body is headed by a woman manager and two other women staff representatives, alongside an externally-appointed woman advisor.

### The gender wage gap is narrower in tourism than it is in the broader economy at the global level

Out of 95 countries for which data is available, 55 had a narrower wage gap in tourism than in the broader economy. This suggests that – when carefully planned and managed – tourism employment has the potential to reduce the gender pay gap.

Table 2.3: **Gender pay gap in tourism in countries with available data, 2014–2018 (%)**

Country	Women's earnings as percentage of men's earnings		Difference
	Broader economy	Accommodation and food services	
Albania	89.54	98.62	9.08
Argentina	74.80	85.56	10.76
Austria	63.78	78.28	14.50
Azerbaijan	50.68	81.07	30.39
Bangladesh	92.12	88.63	-3.49
Belarus	74.53	89.96	15.43
Belgium	79.85	83.02	3.17
Belize	96.74	65.34	-31.40
Bolivia	77.16	74.70	-2.47
Bosnia and Herzegovina	88.60	114.06	25.46
Brazil	77.73	86.84	9.11
Brunei Darussalam	92.38	96.05	3.68
Bulgaria	79.89	81.67	1.79
Burundi	126.67	84.31	-42.35
Cambodia	79.96	65.66	-14.29
Cameroon	126.79	68.14	-58.66
Cape Verde	71.97	50.13	-21.84
Costa Rica	92.80	85.69	-7.11
Croatia	89.99	84.01	-5.98
Cyprus	81.81	75.85	-5.97
Czech Republic	79.28	91.22	11.94
Denmark	81.23	93.47	12.24
Dominican Republic	80.13	119.36	39.23
Ecuador	101.36	77.33	-24.03
Egypt	83.96	74.82	-9.14
El Salvador	96.60	67.67	-28.93
Estonia	70.84	79.20	8.36
Eswatini	89.43	61.43	-28.00
Ethiopia	68.29	61.25	-7.03
Fiji	93.10	83.40	-9.70
Finland	79.14	72.68	-6.46
France	81.94	89.88	7.94
Gambia	46.19	243.29	197.10

Country	Women's earnings as percentage of men's earnings		Difference
	Broader economy	Accommodation and food services	
Georgia	65.44	72.99	7.55
Germany	81.90	86.91	5.01
Ghana	70.82	58.15	-12.67
Greece	86.84	87.47	0.64
Guatemala	100.92	76.85	-24.07
Guyana	78.97	81.10	2.13
Honduras	104.99	78.10	-26.88
Hong Kong, China	70.91	70.37	-0.54
Hungary	81.48	77.50	-3.98
Indonesia	83.04	69.93	-13.11
Ireland	82.01	82.18	0.17
Israel	65.72	75.57	9.85
Italy	82.47	93.45	10.98
Japan	73.35	73.49	0.13
Jordan	90.34	111.73	21.40
Kazakhstan	65.86	67.03	1.17
Korea, Republic of	63.90	77.82	13.91
Lao People's Democratic Republic	100.72	100.84	0.12
Latvia	84.67	88.54	3.87
Lithuania	84.95	84.80	-0.15
Macedonia, the former Yugoslav Republic of	90.54	94.87	4.33
Madagascar	69.37	71.15	1.78
Malaysia	95.92	77.01	-18.91
Maldives	79.07	75.25	-3.82
Malta	85.27	87.29	2.02
Mauritius	73.87	65.42	-8.45
Mexico	84.87	73.85	-11.02
Mongolia	83.25	81.34	-1.91
Montenegro	90.93	95.60	4.67
Myanmar	83.74	93.11	9.37
Namibia	92.45	120.79	28.34
New Zealand	70.32	75.97	5.65
Norway	87.71	90.86	3.14
Pakistan	60.87	102.19	41.32



Country	Women's earnings as percentage of men's earnings		Difference
	Broader economy	Accommodation and food services	
Panama	102.96	76.75	-26.21
Philippines	105.32	89.97	-15.35
Poland	84.38	86.99	2.61
Portugal	84.14	107.25	23.12
Qatar	86.16	139.57	53.41
Romania	93.34	92.51	-0.84
Russian Federation	71.69	80.68	9.00
Rwanda	59.01	67.92	8.91
Saudi Arabia	93.64	126.14	32.50
Serbia	88.44	94.69	6.25
Seychelles	77.50	75.00	-2.50
Slovakia	77.86	87.72	9.86
Slovenia	94.11	91.98	-2.13
Spain	78.13	79.54	1.41
Sri Lanka	80.53	55.63	-24.90
Sweden	85.12	94.13	9.01
Switzerland	82.55	91.11	8.56
Tanzania, United Republic of	93.43	72.92	-20.51
Thailand	99.50	81.65	-17.85
Turkey	98.47	90.64	-7.82
Uganda	63.64	85.55	21.91
United Arab Emirates	70.11	95.29	25.19
United Kingdom	65.76	71.00	5.24
United States of America	77.63	81.88	4.24
Uruguay	77.15	80.56	3.41
Viet Nam	92.40	95.02	2.62
Zambia	112.81	92.32	-20.49
Zimbabwe	84.36	49.62	-34.74

Note: Data on 'accommodation and food services' activity is used as a proxy for tourism employment.

Source: International Labour Organization ILOSTAT (2018b).



From case study 4.8: Second phase of the Rutas programme, Peru and Bolivia, page 142

Taking an average of the figures presented in table 2.3, across the 95 countries for which earnings data is available, the gender pay gap is smaller in tourism than it is in the broader economy. On average, for the countries in this series, women who work in tourism earn 85.3% as much as men, versus 83.2% in the broader economy.

Table 2.4 compares the gender pay gap between tourism and the broader economy, and the proportion of tourism women employees. Of the 71 countries for which data was available, 44 countries have a smaller wage gap in tourism than in the broader economy. Of these 44, 30 – the majority – have a tourism workforce dominated by women. This correlation goes both ways: of the 49 countries in the group of 71 with a tourism workforce dominated by women, 30 of them show a smaller wage gap. Countries where tourism industry employees are majority women therefore are slightly more likely to have a smaller wage gap in the tourism industry versus the broader economy. But the causative link is not a strong one, as the converse is not true, given a majority of countries with a higher wage gap also have a tourism workforce dominated by women.

Women in tourism earn  
**14,7% less**

Women in broader economy earn  
**16,8% less**

Table 2.4: **Gender pay gap differential in tourism versus in the broader economy** (see table 2.3),  
**compared to the proportion of female tourism employees, 2014–2018**

<b>Country</b>	<b>Pay gap differential in tourism versus the broader economy (%)</b>	<b>Female employees in accommodation and food services (% of broader economy)</b>
Albania	9.08	34.09
Argentina	10.76	48.91
Austria	14.50	65.18
Azerbaijan	30.39	50.00
Bangladesh	-3.49	7.16
Belarus	15.43	79.25
Belgium	3.17	49.33
Belize	-31.40	62.50
Bolivia	-2.47	78.28
Brazil	9.11	55.41
Bulgaria	1.79	64.42
Costa Rica	-7.11	58.42
Croatia	-5.98	50.47
Cyprus	-5.97	54.17
Czech Republic	11.94	56.35
Denmark	12.24	53.66
Dominican Republic	39.23	56.51
Ecuador	-24.03	66.88
Egypt	-9.14	2.38
Estonia	8.36	82.61
Ethiopia	-7.03	87.96
Fiji	-9.70	42.11
Finland	-6.46	72.94
France	7.94	50.63
Georgia	7.55	61.11
Germany	5.01	58.56
Ghana	-12.67	83.52
Greece	0.64	45.77
Honduras	-26.88	74.10
Hungary	-3.98	57.06
Indonesia	-13.11	55.07
Ireland	0.17	54.17

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<b>Country</b>	<b>Pay gap differential in tourism versus the broader economy (%)</b>	<b>Female employees in accommodation and food services (% of broader economy)</b>
Israel	9.85	39.31
Italy	10.98	49.03
Japan	0.13	60.00
Kazakhstan	1.17	68.93
Korea, Republic of	13.91	68.36
Latvia	3.87	80.00
Lithuania	-0.15	81.25
Macedonia, the former Yugoslav Republic of	4.33	33.33
Madagascar	1.78	52.38
Malaysia	-18.91	48.69
Malta	2.02	38.46
Mauritius	-8.45	39.47
Mongolia	-1.91	65.71
Montenegro	4.67	55.56
Namibia	28.34	63.64
New Zealand	5.65	60.40
Norway	3.14	66.67
Pakistan	41.32	3.29
Panama	-26.21	64.86
Philippines	-15.35	39.16
Poland	2.61	69.42
Portugal	23.12	59.23
Qatar	53.41	20.00
Romania	-0.84	65.69
Russian Federation	9.00	73.47
Saudi Arabia	32.50	1.72
Serbia	6.25	46.43
Slovakia	9.86	63.37
Slovenia	-2.13	64.10
Spain	1.41	55.08
Sri Lanka	-24.90	29.45
Sweden	9.01	53.85
Switzerland	8.56	56.81

Country	Pay gap differential in tourism versus the broader economy (%)	Female employees in accommodation and food services (% of broader economy)
Tanzania, United Republic of	-20.51	74.01
Thailand	-17.85	64.58
Turkey	-7.82	14.83
United Arab Emirates	25.19	12.33
United Kingdom	5.24	55.25
Uruguay	3.41	56.52

Note: Data on 'accommodation and food services' activity is used as a proxy for tourism employment.

Source: International Labour Organization ILOSTAT (2018b).

### Snapshot 2.1 on employment: **United Kingdom pay gap data in select tourism industries**

In 2017, at British Airways women's mean hourly rate was 18% lower than men's,<sup>a</sup> although the airline's statistics in 2018 suggest that it is 10%<sup>b</sup> – lower than the national average of between 17% and 18%. The company's gender pay gap is largely attributable to a lack of women's representation at the senior level, both among pilots and management. When pilots are excluded, the company's pay difference favours women by 1%. To address gender imbalance among pilots, the company visits schools, colleges and recruitment events to inspire young women to take up a career in aviation, engineering or flight operations.

At P&O Ferries, women's mean hourly rate was 16% lower than men's in 2017.<sup>c</sup> That could be because the proportion of women in the higher paid quartile is just 39%, although women comprise 66% of the executive board. To increase the number of women in high-level positions, the company holds events at schools, colleges and universities to recruit women.

In 2017, Travelodge reported a pay gap of 10.7% in favour of men,<sup>d</sup> significantly lower than the national average. Overall, 48% of their employees work in housekeeping and 88% of housekeepers are women. Both corporate policies and women's significant representation among staff may be responsible for the lower than average pay gap. However, the gap persists in large part because women's jobs are disproportionately at the lower end of the pay scale. Travelodge aims to implement robust policies to redress the gender pay gap.<sup>e</sup>

a) Government of the United Kingdom (2019), *Gender Pay Gap Service: British Airways*, Government of the United Kingdom, London (online), available at: <https://gender-pay-gap.service.gov.uk/Employer/McSDVjnt> (01-07-2019).

b) British Airways (2018), *British Airways Releases Gender Pay Gap Figures 2018*, British Airways, London (online), available at: <http://mediacentre.britishairways.com/pressrelease/details/86/2018-247/9288> (01-07-2019).

c) P&O Ferries (2017), *Gender Pay Gap: Understanding the P&O Ferries gender pay gap*, P&O Ferries, Dover (online), available at: <http://online.fliphtml5.com/jfym/slrw/#p=7> (01-07-2019).

d) Government of the United Kingdom (2019), *Gender Pay Gap Service: Travelodge*, Government of the United Kingdom, London (online), available at: <https://gender-pay-gap.service.gov.uk/Employer/QSrrg7uC/2017> (01-07-2019).

e) Travelodge (2017), *Travelodge UK Hotels Limited gender pay disclosure*, Travelodge, Thame (online), available at: [www.travelodge.co.uk/sites/default/files/Travelodge\\_Gender\\_Pay\\_report.pdf](http://www.travelodge.co.uk/sites/default/files/Travelodge_Gender_Pay_report.pdf) (01-07-2019).

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## Case study 2.2 on employment: **Amy Johnson Flying Initiative, easyJet, United Kingdom**

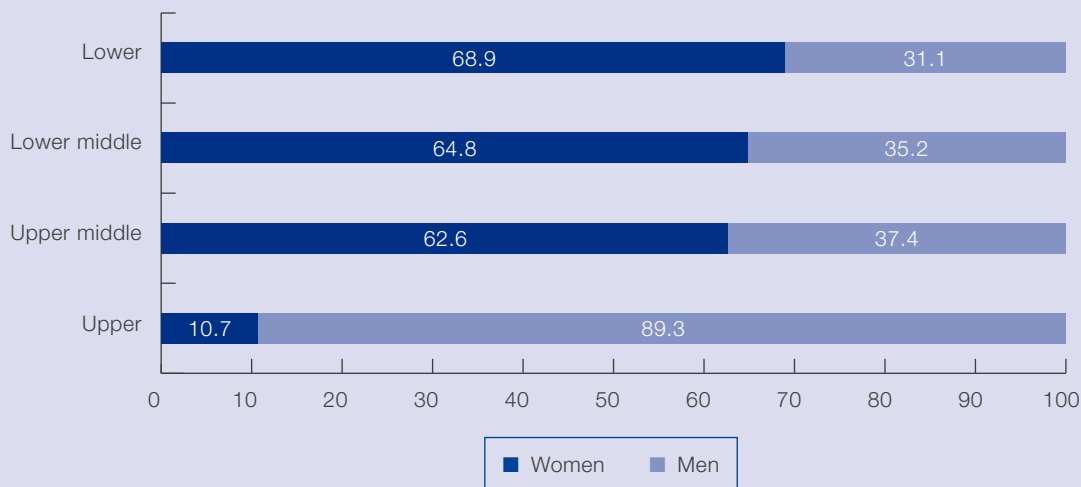
In October 2015, easyJet launched the Amy Johnson Flying Initiative with the aim of tackling an industry-wide stereotype and doubling the proportion of new entrant women pilots to 12% of all pilots over two years. In 2016, the company welcomed 49 female new entrant co-pilots, a 48% increase on the previous year. This raised the proportion of easyJet new entrant women pilots to 13%. Following this success, the target was increased to ensuring that 20% of new entrant cadet pilots recruited by easyJet in 2020 are women. In order to promote the initiative, easyJet worked in partnership with the British Women Pilots' Association, in addition to underwriting the loan for up to six women recruits.<sup>a</sup> As Johan Lundgren, CEO of easyJet, explained:

“We've already gone further than other airlines in trying to attract more women into a career as a pilot. I want us not just to hit our target of 20% of our new pilots should be female by 2020, but to go further than this in the future.”

The Initiative needs to be understood in the context of an extremely high gender pay gap in airlines in general, and in particular in easyJet, with a figure of 50%. Ahead of new regulations in the United Kingdom, easyJet voluntarily reported on its gender pay gap in 2015 and 2016.<sup>b</sup>

easyJet's gender pay gap is strongly influenced by the salaries and gender make-up of its pilot community, who make up over a quarter of its employees in the United Kingdom.<sup>c</sup> Pilots are predominantly men and their higher salaries, relative to other employees, significantly increases the average pay for men at easyJet. In response to the high gender pay gap, incoming chief executive Johan Lundgren voluntarily took a GBP 34,000 pay cut to match the salary of his female predecessor, Carolyn McCall, including all other elements of his remuneration package.<sup>d</sup>

Figure 2.2: **Proportion of easyJet's men and women United Kingdom employees according to quartile pay bands, 2017 (%)**



Source: easyJet United Kingdom (2017).<sup>e</sup>

The CEO noted that:

“Until recently, you could fit every female captain in the world on one Airbus A380 aircraft. easyJet does better than the industry as a whole at 5% and easyJet's progressive culture has enabled female pilots to progress more easily than at other airlines. In fact, over a third of easyJet's female pilots are already captains.”

## Lessons learned

easyJet's Amy Johnson Flying Initiative is a strong example of how airlines can address gender gaps in employment. It points to the continuing lack of women in aviation, which can be addressed if companies take a pro-active role in engaging women. It also highlights the importance of high-level senior management commitment to gender equality. Challenges to the continuing success of the initiative include the deep-seated view in society that being a pilot is a 'man's job'. Worldwide, only around 4% of commercial pilots worldwide are women. As such, there are cultural, social and educational barriers to overcome when trying to recruit more women to the profession. easyJet's lead is a strong example for other companies to increase the recruitment of women pilots and promote more women pilots to the rank of captain.

- a) For more information, see: [www.youtube.com/watch?v=Q5hOVvbWpH0](http://www.youtube.com/watch?v=Q5hOVvbWpH0).
- b) easyJet (2016), *Gender Pay Gap Report*, easyJet, London (online), available at: <https://corporate.easyjet.com/-/media/Files/E/Easyjet/attachments/easyjet-gender-pay-gap-report-november-2017> (01-07-2019).
- c) Ibid.
- d) Ibid.
- e) Ibid.

## Tourism employment is comparatively lower-paid for both men and women than mean wages across the broader economy

A woman working in tourism in Egypt, for instance, will receive 70.5% of the average wage in the country while a man will receive 85.1% as shown in table 2.5.

Table 2.5: **Tourism earnings versus earnings in the broader economy, 2014–2017 (%)**

ILOSTAT data	Country	UNWTO region	Average individual earnings in tourism (% of average individual earnings in the broader economy)	
			Men	Women
2017	Uruguay	Americas	72.7	77.1
2016	Greece	Europe	73.4	72.2
2016	Egypt	Middle East	85.1	70.5
2014	Slovenia	Europe	70.7	70.1
2015	Hungary	Europe	68.0	66.6
2016	Slovakia	Europe	57.4	65.7
2015	Spain	Europe	60.6	65.1
2017	Brazil	Americas	58.4	64.4
2016	Czech Republic	Europe	53.0	63.2
2015	United Kingdom	Europe	48.2	53.5
2014	Austria	Europe	38.7	48.1

Note: Data on 'accommodation and food services' activity is used as a proxy for tourism employment.

Source: International Labour Organization ILOSTAT (2018b).



While average earnings in tourism are lower than average earnings in the broader economy, that gap is smaller in both percentage and real terms for women in the majority of countries in the series. This, however, may reflect the greater number of better-paid male employment in the broader economy which bring up the average male wage in a country, rather than a finding specific to tourism.

**Box 2.1: Note on the informal tourism sector**

There is no data available on the informal tourism sector for most of the countries in the series of countries analysed. Among these countries, data on informal work in the non-agricultural sector by sex is only available for Brazil, the State of Palestine, Uruguay and Zambia. Data from 2010 from Brazil indicates that there are 1.34 persons employed informally in tourism for every 1 person employed formally.<sup>a</sup> The two countries for which women's share of informal work is statistically significant – that is, greater than a difference of 5 percentage points – are the State of Palestine (43.9% among women versus 62% among men) and Zambia (80.1% among women compared to 62.9% among men).

a) Morita Sakowski, P. A. (2012), *Measuring employment in the Tourism Industries in Brazil: from national to regional and local level*, Institute of Applied Economic Research (IPEA), Brasilia (online), available at: [www.ipea.gov.br](http://www.ipea.gov.br) (01-07-2019).



## 2.2 Entrepreneurship



The Global Entrepreneurship Monitor defines entrepreneurship as “Any attempt at new business or new venture creation, such as self-employment, a new business organization, or the expansion of an existing business, by an individual, a team of individuals, or an established business.”<sup>15</sup> The *Global Report on Women in Tourism 2010* found that 36.08% of employers in the hotel and restaurant sector were women – a significantly higher percentage than in the broader economy (21.95%).

The first edition of the Global Report argued that tourism offered strong opportunities for women entrepreneurs in certain world regions based on their significant representation among hotel and restaurant employers, such as in Latin America. In the past eight years, it has been clear that entrepreneurship provides opportunities for gender equality and women’s empowerment. However, these benefits are not automatic. They require interventions at the public and private levels to create the kind of environment that favours women’s economic empowerment through tourism entrepreneurship. Recent research on gendered tourism entrepreneurship reveals a number of patterns. For instance, tourism entrepreneurship can sometimes be less beneficial for women than it is for men, as research on handicraft production in Turkey illustrates.<sup>16</sup> Yet gender-related constraints to women’s entrepreneurship in tourism persist, including discriminatory laws, cultural constraints and burdensome business regulations in many countries continue to prevent women from working on, or starting, their tourism businesses.

Tourism as a sector offers women considerable options for entrepreneurship that do not require heavy start-up financing.<sup>17</sup> However, challenges are still posed by women’s limited or no access to collateral, financing and markets to start or grow a tourism business.<sup>18</sup> Women’s tourism entrepreneurship is also held back by a lack of access to technology, information, business skills, education and training.<sup>19</sup> As noted above in the case of employment in general, inequalities in tourism entrepreneurship are more pronounced when issues such as race, ethnicity and migration are considered, given the intersectional inequalities faced by migrants and women from marginalized socioeconomic groups.<sup>20</sup>

Markets for women’s tourism products are often small and not sufficiently diversified. A number of case studies found that markets for women’s handicraft and cultural tourism products are compact and crowded, precipitating competition. There is a need for women’s community groups to diversify tourism income activities in many contexts. Moving into agriculture as part of tourism supply chains can offer a promising alternative in some contexts.

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15 Global Entrepreneurship Monitor (n.d.), ‘How GEM Defines Entrepreneurship’, GEM, London (online), available at: [www.gemconsortium.org/wiki/1149](http://www.gemconsortium.org/wiki/1149) (01-07-2019).

16 Tucker, H. (2007), ‘Undoing Shame: Tourism and Women’s Work in Turkey’, *Journal of Tourism and Cultural Change*, volume 5(2), pp. 87–105, DOI: <https://doi.org/10.2167/jtcc089.0>.

17 World Bank (2017), *Tourism for Development. Women and Tourism: Designing for Inclusion*, World Bank, Washington, D.C. (online), available at: [www.worldbank.org](http://www.worldbank.org) (01-07-2019).

18 Ibid.

19 Ibid.

20 O’Neil, T.; Fleury, A. and Foresti, M. (2016), *Women on the move Migration, gender equality and the 2030 Agenda for Sustainable Development*, Overseas Development Institute (ODI) and Swiss Agency for Development and Cooperation (SDC), Bern (online), available at: [www.odi.org/sites/odi.org.uk/files/resource-documents/10731.pdf](http://www.odi.org/sites/odi.org.uk/files/resource-documents/10731.pdf) (01-07-2019).

As demonstrated below, gender-sensitive legal and macroeconomic policies at the national level increase women's economic empowerment in the tourism sector. As this report shows, a conducive legal environment for women's entrepreneurship leads not only to increased women's entrepreneurship, but the increase is higher in the tourism sector than in the broader economy. Therefore, ILO recommends that states facilitate access to financial services, including credit, leasing and venture capital funds, particularly for tourism entrepreneurs and micro, small and medium-sized enterprises (MSMEs), coupled with capacity building for entrepreneurs, specific support for young women entrepreneurs and embedding entrepreneurship curricula within education from an early age.<sup>21</sup> The following snapshot from the European Union highlights frameworks that have supported women entrepreneurs in the region's tourism sector. The detailed case studies below further highlight the kinds of measures that can be taken to address challenges and promote women's entrepreneurship.

#### Snapshot 2.2 on entrepreneurship:

##### **Supporting women's tourism entrepreneurship in the European Union**

The European Union (EU) has implemented several policy measures that offer strong examples of supporting women's entrepreneurship in the tourism sector. For example:

- The 2008 *Small Business Act* aims to ensure better access to finance for women, the development of women's entrepreneurial networks for women and targeted support measures;
- Regulation No. 800/2008, extends the granting of state aid to new enterprises created by women and has supported the creation of networks of women entrepreneurs; and
- The *Entrepreneurship 2020 Action Plan*, adopted in 2012, urges EU Member States to design and implement national strategies for women's entrepreneurship, with the aim of increasing the share of women-led companies. It also encourages members to collect sex-disaggregated data and produce annual updates on the state of women entrepreneurs nationally. It urges states to continue and expand existing networks of women's entrepreneurship ambassadors, and mentors for women entrepreneurs, while implementing policies that enable women to achieve an adequate work-life balance.<sup>a</sup>

a) European Institute for Gender Equality (2017), *Gender in Tourism*, EIGE, Vilnius (online), available at: <https://eige.europa.eu> (01-07-2019).

The trends in tourism mirror the clear gender gap in entrepreneurship overall. The World Bank Group finds that – around the world – gender discrimination in laws and regulations continue to prevent women from entering the workforce or starting a business. On average, a typical economy only gives women three-quarters the rights of men, which negatively impacts women's entrepreneurship.<sup>22</sup> Women entrepreneurs, particularly in developing countries, are concentrated in low productivity and informal sectors. As these sectors are characterized by limited growth, women entrepreneurs are unable to grow from micro and small enterprises into medium-sized or large productive businesses.<sup>23</sup> Women are less likely to own their own businesses; and when they do, it is harder for them to access financing to expand. The International Finance Corporation (IFC)

21 International Labour Organization (2017), *ILO guidelines on decent work and socially responsible tourism*, ILO, Geneva (online), available at: [www.ilo.org](http://www.ilo.org) (01-07-2019).

22 International Bank for Reconstruction and Development and World Bank (2019), *Women, Business and the Law 2019: A Decade of Reform*, World Bank, Washington, D.C. (online), available at: [www.openknowledge.worldbank.org](http://www.openknowledge.worldbank.org) (01-07-2019).

23 World Bank (2014), *Gender at Work: A companion to the world development report on jobs*, World Bank, Washington, D.C. (online), available at: [www.worldbank.org](http://www.worldbank.org) (01-07-2019).

estimates 70% of women-owned small and medium enterprises are ‘un-served or underserved by financial institutions’, causing a credit gap of USD 285 billion.<sup>24</sup> This is a major problem. As the World Bank argues, “unlocking the potential of female entrepreneurs would lift millions out of poverty, create jobs, increase incomes, and have important spill over effects that lead to greater economic, social, and household-level outcomes.”<sup>25</sup>

#### Snapshot 2.3 on entrepreneurship: **GIZ and Akkain Ouargane Cooperative in Morocco**

In 2007, a group of local women in south-west Morocco set up the Akkain Ouargane cooperative to enhance their production and marketing of argan oil products. Since 2013, the German International Cooperation Agency (GIZ) has been supporting the cooperative on behalf of Germany’s Federal Ministry for Economic Cooperation and Development. As part of the Ministry’s Special Initiative for Stabilization and Development in North Africa and the Middle East, this initiative promotes employment and income opportunities through sustainable tourism in rural areas. GIZ advises local partners on how they can expand and make tourism offers more attractive. This includes nature experiences, cultural programmes and marketing high-quality natural products. For the cooperative, GIZ financed roasting machines, oil presses, filters and filling equipment, coupled with technical and entrepreneurial training to improve production manifold.

The cooperative is open for visitors who can see the processes of elaboration in a modern machine room (cracking argan nuts, processing peeled almonds into oil and amlou – a sweet almond honey paste – production of cosmetics and edible oils). After the tour, they are able to purchase the cooperative’s organic products directly from the manufacturers. Marketing cooperation with hotels and travel operators in the region stands to increase the Akkain Ouargane cooperative’s sales by 50%, a boon for income generation among local women, many of whom have never had permanent employment before.

Over 1.4 billion people (roughly 42% of workers around the world) are either self-employed (own-account) or contributing family workers<sup>26</sup> – categories defined by ILO as ‘vulnerable employment’. In all countries, this work involves the risk of more limited access to employment and social protection rights. More men are own-account workers (36.2%) than women – a difference of 10 percentage points – while women are more than twice as likely to be contributing family workers compared to men. In developing countries, contributing family work accounted for 42.3% of women’s employment in 2018, compared to 20.2% of men’s employment. Moreover, no improvements are anticipated up to 2021. In emerging economies, women’s share of contributing family work fell from 22.8% to 17% between 2009 and 2018, while their share of own-account work rose by 2.4 percentage points.<sup>27</sup>

24 World Bank (2017), *Tourism for Development. Women and Tourism: Designing for Inclusion*, World Bank, Washington, D.C. (online), available at: [www.worldbank.org](http://www.worldbank.org) (01-07-2019).

25 World Bank (2014), *The Impact of Norms on Female Entrepreneurs*, World Bank, Washington, D.C. (online), available at: [www.worldbank.org](http://www.worldbank.org) (01-07-2019).

26 According to the International Labour Organization, “Self-employment jobs are those jobs where the remuneration is directly dependent upon the profits (or the potential for profits) derived from the goods or services produced (where own consumption is considered to be part of the profits). The incumbents make the operational decisions affecting the enterprises, or delegate such decision while retaining responsibility. (In this context ‘enterprise’ includes one-person operations.) [...] Different types of self-employment jobs are distinguished according to the type of authority they will have over the productive unit which they represent or for which they work: Employers engage on a continuous basis one or more persons to work for them as ‘employee’. Own-account workers have the same authority over the economic unit as the ‘employers’, but do not engage ‘employees’ on a continuous basis. [...] Contributing family workers cannot be regarded as partners in the operation of the productive unit because of their degree of commitment to the operation of the unit, in terms of working time or other factors, is not at a level comparable to that of the head of the enterprise.”

For more information, see: [www.ilo.org/global/statistics-and-databases/statistics-overview-and-topics/status-in-employment/current-guidelines/lang--en/index.htm](http://www.ilo.org/global/statistics-and-databases/statistics-overview-and-topics/status-in-employment/current-guidelines/lang--en/index.htm).

27 International Labour Organization (2018d), *World Employment and Social Outlook: Trends for Women 2018 – Global snapshot*, ILO, Geneva (online), available at: [www.ilo.org](http://www.ilo.org) (01-07-2019).

The case study below highlights some of the challenges women entrepreneurs in tourism face, and how these can be addressed. As the Project Coordinator of Proyecto Emprende in Costa Rica put it:

“Women entrepreneurs face many obstacles. The first obstacle is being a woman. The second is the type of business [in tourism] linked to restaurants or businesses that offer the possibility of meeting many people. The third is when women want to develop their businesses in places dominated by big international tourism enterprises.”

### Case study 2.3 on entrepreneurship:

### Proyecto Emprende, Costa Rica

Between 2010 and 2018, Proyecto Emprende worked to improve the coordination of actions for women’s empowerment, while developing the first real snapshot of the relation between women, gender and economic empowerment in Costa Rica. Funded by the European Commission, the project provided resources to more than 1,500 women entrepreneurs and their 900 businesses, focussing on rural women, networking between women, and forging a path between women entrepreneurs and the private and public sectors. It shed light on the many faces of women entrepreneurs, their needs, the options open to them and the ways in which they turn available resources into opportunities for themselves and their families.

Some 15% of the businesses that participated in the initiative were directly related to tourism, while many others were tangentially related to the sector – such as businesses engaged in handicraft production or the provision of food. The main reason why the project afforded particular attention to tourism stems from the sector’s importance for Costa Rica, both in terms of policy and income generation opportunities. Moreover, the kinds of tourism activities performed by women in the country allow them to remain close to their families. This is important, as many women are primarily responsible for caring for relatives, such as their parents or children, often requiring them to remain at home. To meet the needs of these women, Proyecto Emprende revived an initiative entitled Artesanía con identidad (literally ‘handicrafts with an identity’). The initiative selected women artisans and honed their handicraft skills in accordance with Costa Rican culture, principles and materials.

Challenges faced were tied to gender norms that perpetuate a lack of self-esteem among women entrepreneurs. Although tourism authorities provided women with information on tourism accreditation and certification, this had the effect of increasing women’s insecurities, rather than facilitating their work in tourism. Women felt that the criteria and costs involved in attaining certification were beyond their reach. Since many women could not meet the criteria to turn their informal businesses into formal enterprises, the prospect of attaining tourism accreditation and certification was too far from women’s immediate realities and needs.

#### Lessons learned

Proyecto Emprende offers a strong example of how initiatives can support women’s entrepreneurship by providing resources, information, networking opportunities that offer women avenues to interact with the private and public sectors. Nonetheless, it also demonstrates a gap between tourism’s national importance, on the one hand, and the will to adapt tourism conditions to women’s needs, on the other. While the project sought to better understand women’s entrepreneurship in Costa Rica, both the project’s coordinator and one of its field experts believe that the project brought women entrepreneurs closer to tourism, rather than bringing tourism closer to women entrepreneurs. As a result, for instance, women felt incapable of meeting tourism accreditation criteria – a challenge that could have been solved by adapting criteria to women’s needs and lived realities, while offering them training and assistance to navigate requirements.



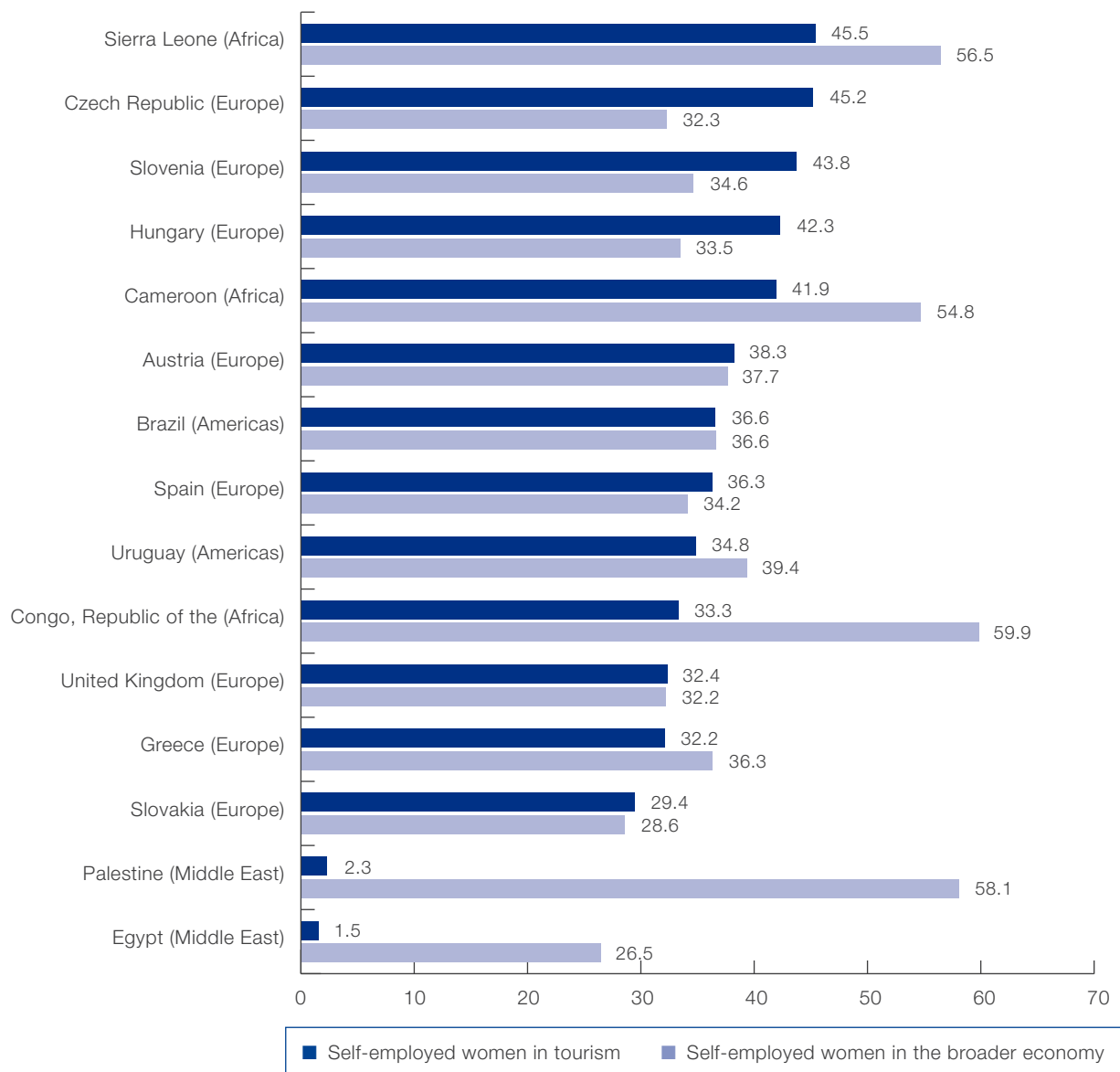
## 2.2.1 Findings and good practices in tourism entrepreneurship

### **The tourism sector may offer greater opportunities for women's entrepreneurship than the broader economy.**

In most countries which provide data, there are more self-employed women in tourism than in the broader economy. In others, women's self-employment in tourism is similar to that in the broader economy. Nevertheless, there are notable exceptions to this finding and more research needs to be done into why this is the case.

Using self-employment as a proxy for entrepreneurship, the report compared self-employment in tourism by sex (using UNWTO data) with overall self-employment by sex (using data from ILOSTAT). In the sample of 15 countries for which this data is available, there is huge variance. Seven of the countries have a higher level of women's self-employment in tourism than in the broader economy. All of these are European countries. In the State of Palestine and Egypt, women's self-employment is sharply lower in tourism than in the broader economy, which indicates that in these countries, tourism does not provide greater opportunities for women's entrepreneurship – akin to the findings on tourism employment for both countries.

Figure 2.3: **Women's self-employment in tourism and the broader economy, 2012–2016 (%)**



Source: World Tourism Organization (2012–2016), 'Series 5.14: Employment – Number of full-time equivalent jobs by status in employment', *Compendium of Tourism Statistics dataset* [electronic], UNWTO, Madrid (online), available at: [www.e-unwto.org](http://www.e-unwto.org).

International Labour Organization ILOSTAT (2018b).

**While women make up the majority of the self-employed workforce in the broader economy they do not make up the majority of the self-employed workforce in tourism**

Looking at self-employment, another finding of the data analysis is that, while women make up the majority of the self-employed workforce overall in four of the countries in this sample – Cameroon, the Republic of the Congo, Sierra Leone and the State of Palestine – women do not make up the majority of the self-employed workforce in tourism in any of the countries in this sample. This could indicate that tourism provides fewer opportunities for women’s entrepreneurship in these countries. However, the sample size is not large enough to draw any reliable conclusions at the global level.

Table 2.6: **Comparison of UNWTO data on self-employed workers in tourism by sex with matching year ILOSTAT data on overall self-employed workers by sex, 2007–2016**

Country	UNWTO region	Self-employed women		Differential (%)
		In tourism (%)	In the broader economy (%)	
Czech Republic	Europe	45.2	32.3	13.0
Slovenia	Europe	43.8	34.6	9.1
Hungary	Europe	42.3	33.5	8.8
Spain	Europe	36.3	34.1	2.2
Slovakia	Europe	29.4	28.6	0.9
Austria	Europe	38.3	37.7	0.6
United Kingdom	Europe	32.4	32.2	0.2
Brazil	Americas	36.6	36.6	-0.1
Greece	Europe	32.2	36.3	-4.2
Uruguay	Americas	34.8	39.4	-4.6
Sierra Leone	Africa	45.5	56.5	-11.0
Cameroon	Africa	41.9	54.7	-12.8
Egypt	Middle East	1.5	26.4	-24.9
Congo, Republic of the	Africa	33.3	59.9	-26.6
State of Palestine	Middle East	2.3	58.1	-55.7
Martinique	Americas	49.4	n.a.	n.a.
San Marino	Europe	42.9	n.a.	n.a.

Source: World Tourism Organization (2012–2016), ‘Series 5.14: Employment – Number of full-time equivalent jobs by status in employment’, *Compendium of Tourism Statistics dataset* [electronic], UNWTO, Madrid (online), available at: [www.e-unwto.org](http://www.e-unwto.org).

International Labour Organization ILOSTAT (2018b).

## Women's share of self-employment in tourism is lower than their share of self-employment in the broader economy

Across this sample the share of self-employment in tourism is significantly lower in six countries. Women's share of self-employment is significantly higher in the tourism sector than in the broader economy in just three countries – the Czech Republic, Hungary and Slovenia. Again, given the small sample size, it is difficult to meaningfully extrapolate this finding to the global level.

World Bank data allows for a closer analysis of these albeit limited findings. Women, Business and the Law Index (WBL) measures gender inequality in the law. The dataset identifies barriers to women's economic participation and encourages the reform of discriminatory laws. Comparing women's level of entrepreneurship in tourism to the 2019 WBL panel data offers a clearer look at the situation.

Table 2.7: **Comparison of women's entrepreneurship in tourism to the World Bank's WBL panel data, 2007–2016**

UNWTO data	ILOSTAT data	Country	Self-employed women		Differential (%)	WBL Index	Running a business Score (out of 100) <sup>a</sup>	Managing assets Score (out of 100) <sup>b</sup>
			In tourism (%)	In the broader economy (%)				
2015	2015	Czech Republic	45.2	32.3	13.0	94.4	100	100
2016	2016	Slovenia	43.8	34.6	9.1	90.6	100	100
2013	2013	Hungary	42.3	33.5	8.8	93.8	100	100
2016	2016	Spain	36.3	34.1	2.2	97.5	100	100
2014	2014	Slovakia	29.4	28.6	0.9	94.4	100	100
2015	2015	Austria	38.3	37.7	0.6	97.5	100	100
2014	2014	United Kingdom	32.4	32.2	0.2	97.5	100	100
2016	2015	Brazil	36.6	36.6	-0.1	81.9	75	100
2016	2016	Greece	32.2	36.3	-4.2	97.5	100	100
2016	2016	Uruguay	34.8	39.4	-4.6	88.8	75	100
2016	2014	Sierra Leone	45.5	56.5	-11.0	63.1	75	80
2012	2007	Cameroon	41.9	54.7	-12.8	56.9	50	60
2015	2015	Egypt	1.5	26.4	-24.9	50.6	75	40
<b>Average</b>			<b>35.3</b>	<b>38.8</b>	<b>-4</b>	<b>82.2</b>	<b>87.5</b>	<b>88.6</b>

Note: WBL Index stands for the 'Women, Business and the Law' Index. Scores are calculated on a total of 100.

- a) A score of less than 100 indicates at least one legal constraint on women's access to credit, their ability to sign a contract, open a bank account and register a business in the same way as men.
- b) A score of less than 100 depicts at least one legal constraint on women's property rights.

Sources: World Tourism Organization (2012–2016), 'Series 5.17: Employment – Number of full-time equivalent jobs by status in employment, self-employed, female', *Compendium of Tourism Statistics* dataset [electronic], UNWTO, Madrid (online), available at: [www.e-unwto.org](http://www.e-unwto.org).

International Labour Organization ILOSTAT (2018b).

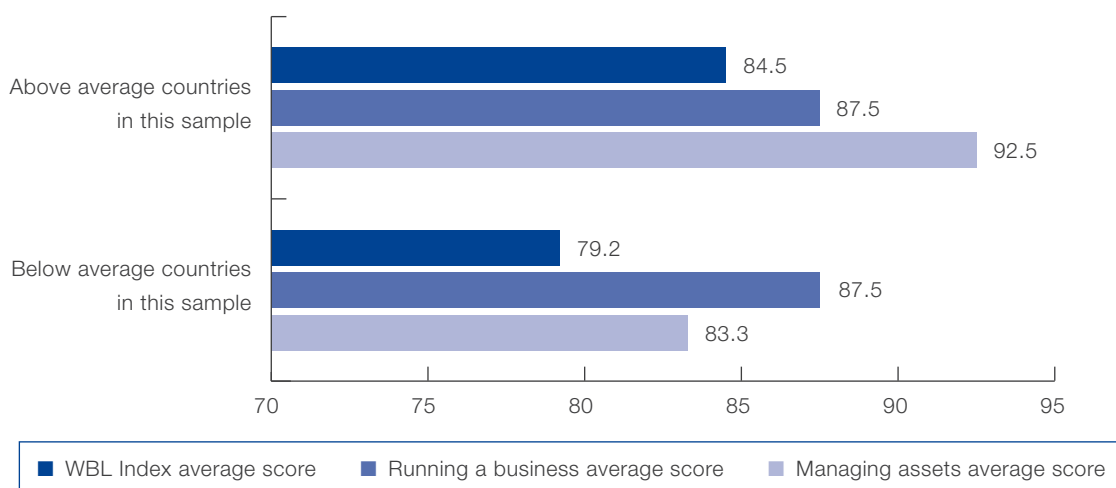
World Bank (2019), *Women, Business and the Law*.



There are two areas worth exploring in table 2.7. The first is the proportion of self-employed women in tourism. As the table illustrates, this proportion is less than 50% in all the countries in this sample. Given the relatively small number of countries and the need to have enough countries in a set in order to draw conclusions, it was decided to divide these countries according to whether their percentage of self-employed women in tourism is above or below the median. The median level of female self-employment across the sample is 36.4%. Comparing each set to WBL Index scores offers further insight into other factors that can contribute to an increasing share of women’s self-employment in tourism.

Looking at the overall WBL Index score, the ‘Running a Business’ score and the ‘Managing Assets’ score give an insight into how women’s entrepreneurship is affected by legal gender discrimination. The WBL Index score takes into account the overall legal environment, while the ‘Running a Business’ score captures – among other factors – data on whether a woman can legally sign a contract and register a business in the same way as a man. The ‘Managing Assets’ score captures – among others – equal administrative authority over assets during marriage, and whether married women have equal ownership to property. Figure 2.4 demonstrates that, for those countries in the sample where the percentage of women’s self-employment in tourism is below the median, the average WBL Index Score (81.79 out of 100) is almost one point lower than in those countries where the percentage of women’s self-employment in tourism is above the median for the sample (82.59 out of 100). This indicates a link between women’s share of self-employment in tourism and a conducive overall legal environment for gender equality. In other words, where the macroeconomic and legal conditions for gender equality are strong, women’s entrepreneurship in tourism can flourish.

Figure 2.4: **Women’s share of self-employment in tourism to key WBL Index metrics (%)**



Note: WBL Index stands for the ‘Women, Business and the Law’ Index. Scores are calculated of a total of 100.

Sources: World Tourism Organization (2012–2016), ‘Series 5.17: Employment – Number of full-time equivalent jobs by status in employment, self-employed, female’, *Compendium of Tourism Statistics* dataset [electronic], UNWTO, Madrid (online), available at: [www.e-unwto.org](http://www.e-unwto.org).

International Labour Organization ILOSTAT (2018b).

The 'Managing Assets' score also demonstrates a correlation. For those countries in the sample where the percentage of women's self-employment in tourism is above the median, the average 'Managing Assets' score (91.43) is over nine points higher than for those countries where the percentage of women's self-employment in tourism is below the median (85.71). This demonstrates a compelling link between women's control over assets and inheritances, on the one hand, and women's entrepreneurship in tourism, on the other.

The 'Running a Business' score also demonstrates a correlation. For those countries in the sample where the percentage of women's self-employment in tourism is above the median, the average 'Running a Business' score (85.71) is over three points higher than for those countries where the percentage of women's self-employment in tourism is below the median (82.29). This indicates a relation between levels of women's self-employment in tourism and legal gender discrimination across business-related metrics.

Overall, the findings demonstrate that women's self-employment in tourism is sensitive to the broader legal framework in a country. However, further sex-disaggregated data is needed to explore whether women's self-employment in tourism is more or less sensitive to certain aspects of national legal frameworks than their self-employment in the broader economy. Such findings would be highly useful for informing policy recommendations to strengthen legal frameworks in ways that advance women's entrepreneurship, in tourism and other economic sectors.

#### Case study 2.4 on entrepreneurship:

#### **Lina Choi and Aromind, Republic of Korea**

Aromind is a perfumery based in Seoul, Republic of Korea, owned and run by Lina Hyunmi Choi, a perfumer and aroma therapist. She started Aromind by chance in 2013, after discovering the benefits of essential oils for her own mental well-being. When Lina started Aromind, local Koreans were her target market. This changed once she listed her perfume workshops on Airbnb in February 2017. Now, more than half of Aromind's customers are international tourists. Lina has listed her business with other inbound travel agent platforms, such as KKDay and Konest, and her income has increased five-fold. Aromind is an example of how technology has provided opportunities to women – even women who were not directly involved in tourism – to start up tourism-related businesses.

In the Republic of Korea, women can access loans or business consultations – which are not focussed solely on tourism – from the national government. The evaluation criteria for securing any loan or business support are based on the potential of the business, not the gender of the business owner. Lina obtained a government loan as a start-up. Nonetheless, there is no evidence to suggest that the country's financial institutions or government are prioritizing women's financial inclusion.

The Seoul Tourism Organization (STO) runs Onemoretrip,<sup>a</sup> which supports small tourism business to promote their services to foreign tourists. Most business owners who provide tourism experiences are women. Through this channel, Lina got the help she needed to promote her services and increase sales. She found entering the perfume market difficult, as it requires significant capital, manufacturing facilities and distribution channels. By contrast, she found it much easier to run a perfume-making workshop.

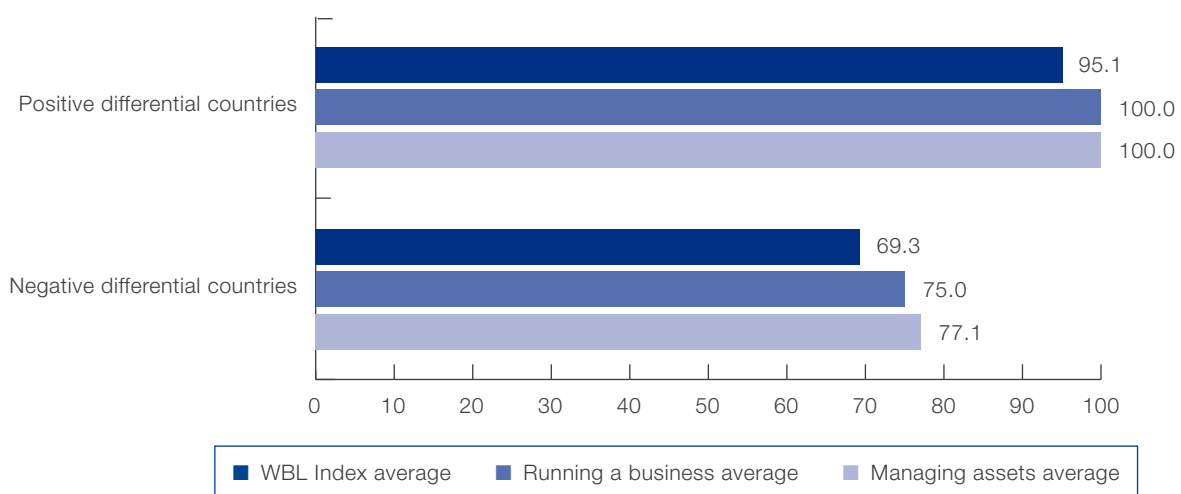
In Lina's view, there are few opportunities for women's advancement and professional development in the country. The key challenge lies in gender norms, particularly attitudes towards marriage and women's roles. Society still believes that women in their thirties should be married and looking after a household rather than running businesses. For Lina, her parents and friends advised against starting her own business, telling her to 'get married and be happy'. They were concerned that she would not succeed in her business because she is a woman. Many resistances to gender equality also come from men. For example, despite government policies to make work places more inclusive for women, some men argue that this is reverse discrimination. This is an archetypal form of resistance which labels pro-active measures in support of groups who experience discrimination, such as women, as unequal treatment.

## Lessons learned

The experience of Aromind demonstrates technology's strong potential to support women's tourism-related businesses. This case study also reveals the importance of support and resources for women entrepreneurs as they establish their own businesses and seek professional development. In this case, more training would have been useful, for example provided via an online platform by key digital tourism companies (for more information on digital platforms, see section 4.1). In the context of the Republic of Korea, such training could improve women's understanding of how the specific religious and cultural values linked to family and marriage can hinder business progression, while highlighting strategies for coping with this discourse.

a) For more information, see: <http://en.onemoretrip.net>.

Figure 2.5: **Differential between women's self-employment in tourism versus the broader economy to key WBL metrics**



Note: WBL Index stands for the 'Women, Business and the Law' Index. Scores are calculated of a total of 100%.

Sources: World Tourism Organization (2012–2016), 'Series 5.14: Employment – Number of full-time equivalent jobs by status in employment', *Compendium of Tourism Statistics* dataset [electronic], UNWTO, Madrid (online), available at: [www.e-unwto.org](http://www.e-unwto.org).

International Labour Organization ILOSTAT (2018b).

Comparing the seven countries with a positive differential – i.e. where the proportion of women's self-employment in tourism is higher than the proportion of their self-employment in the broader economy as a whole with the seven countries with a negative differential – where the converse is true – allows for a more granular look at the tourism sector's sensitivity to the legal environment. The findings are striking. On average, countries with a positive differential scored 95.09 on the WBL Index, as compared to 69.29 for those with a negative differential. The positive differential countries all hold perfect scores (100) for both the 'Running a Business' and the 'Managing Assets' metrics. By contrast, the negative differential countries score 75 and 77.14 on the two metrics, respectively. This is a strong indication that:



From case study 2.4: Lina Choi and Aromind, Republic of Korea, page 56

### **A conducive legal environment for women's entrepreneurship leads not only to increased women's entrepreneurship; but also that increase is higher in the tourism sector than in the broader economy**

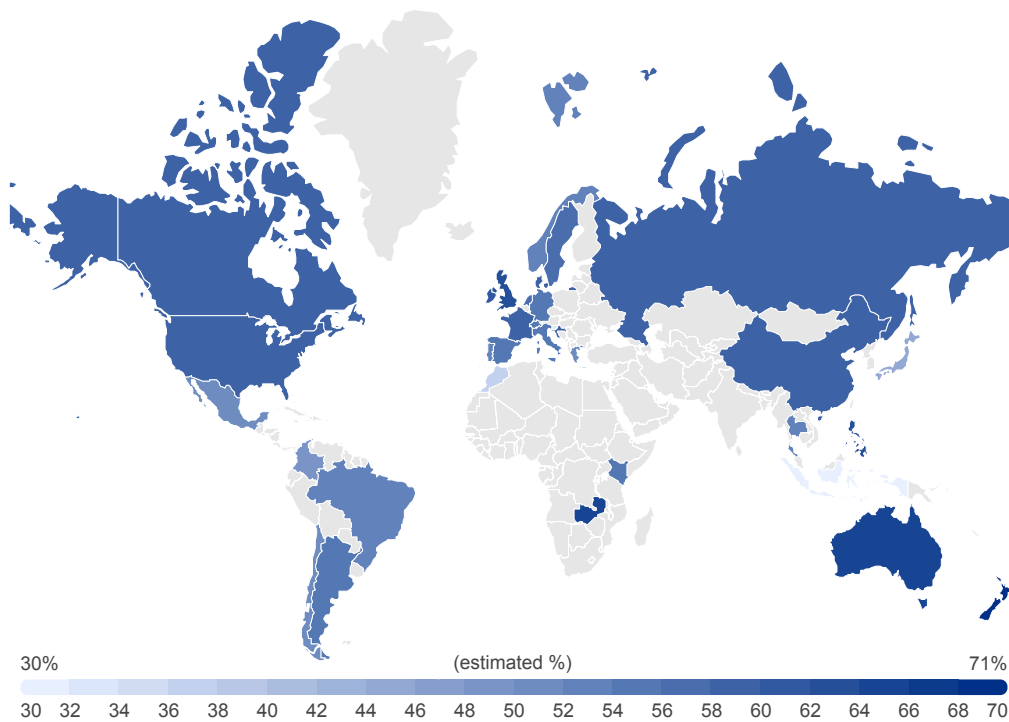
This corroborates the trend that the tourism sector offers women relatively significant options for entrepreneurship. This may be due to the fact that women's tourism businesses tend to be small and do not require heavy start-up financing.

Looking at the new platform tourism services (or the so-called 'sharing economy') Airbnb data offers further insights into how low start-up costs may ease women's entry into tourism entrepreneurship. As indicated in figure 2.6, in all but 4 of the 32 countries in the Airbnb data set,<sup>28</sup> the majority of hosts are women. In addition, their tourism entrepreneurship activity provides them with access to capital to use for launching other related and non-related businesses. According to Airbnb, women hosts also report using their Airbnb income to start a new business.<sup>29</sup>

28 The 32 countries in this data set represent four world regions – Africa, the Americas, Asia and the Pacific, and Europe.

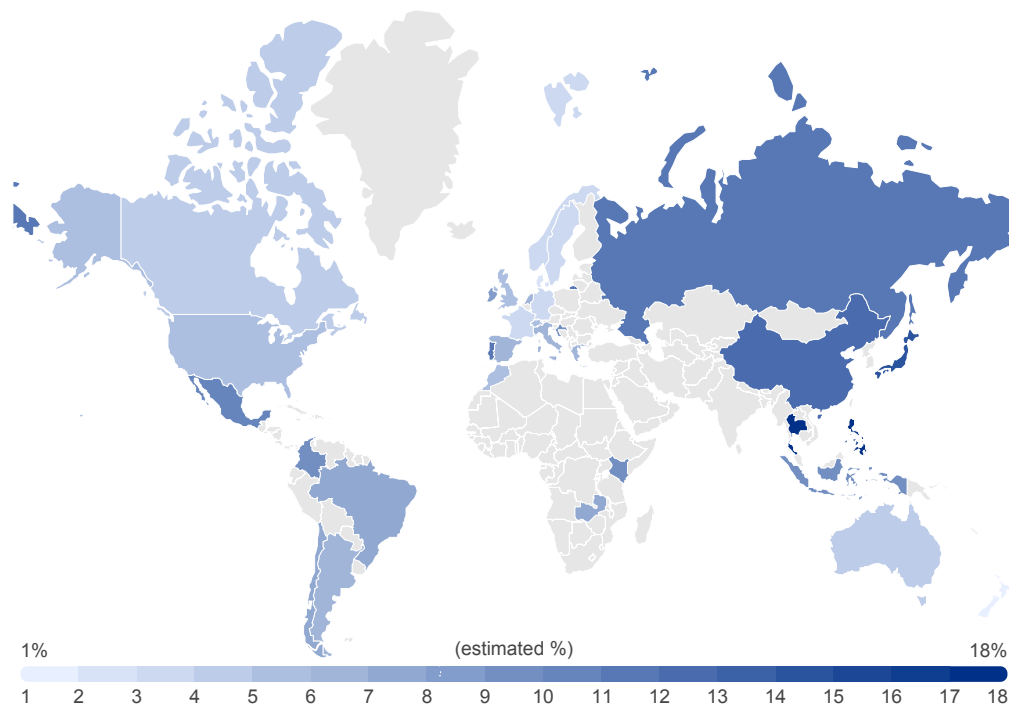
29 For more information, see: <https://press.airbnb.com/women-hosts-are-leading-the-way-on-airbnb/>.

Figure 2.6: **Women Airbnb hosts around the world, 2018**



Source: Airbnb, self-reported data from global Airbnb hosts (as of 1 January 2018).

Figure 2.7: **Women hosts who use Airbnb income to start a new business, 2018**



Source: Airbnb, self-reported data from global Airbnb hosts (as of 1 January 2018).

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## 2.3 Education and training



The first edition of the Global Report found that, on average, 45.3% of graduates in services worldwide were women, somewhat less than the proportion of all tertiary graduates who were women (53.7%).

Table 2.8: **Tourism ministerial positions held by women, 2009 (%)**

Region	All tertiary graduates	All services graduates
Latin America	59.6	53.5
The Caribbean	66.2	50.3
Asia	52.2	46.3
Africa	36.8	30.8
Oceania	N/A	N/A
<b>Average</b>	<b>53.7</b>	<b>45.3</b>

Note: Table from the *Global Report on Women in Tourism 2010*. For this indicator, data was only available for 88 out of 172 countries in 2010.

Source: UNESCO Institute for Statistics (2010).

### 2.3.1 Findings and good practices in tourism education and training

In 2019, there is still extremely limited specific data on women's participation in tourism education and training. Available research highlights a number of notable patterns. For example, there is segregation between women and men in their access to tourism-related education and training, which disadvantages women.<sup>30</sup> While overall sex-disaggregated data is not available on tourism education at the global level, as shown in the regional chapter 3 of this report, research in specific regions suggests that women are the majority among tourism students. Despite this, talent management strategies in the hospitality industry have been found to lack a focus on women as human capital, as reflected in women's limited representation among management and senior positions in the tourism sector – potentially underscored by few women participating in high-level training.<sup>31</sup>

The apparent lack of opportunities for women to take part in high-level tourism training appears to be influenced by a lack of opportunities for career progression in the tourism sector.<sup>32</sup> Informal work for instance, has been linked “to the marginalization of women in their training aspirations.” Similarly, as women in tourism disproportionately occupy low level, low skill employment “at the base of the occupational pyramid”, this can trap them in “parking areas [ , that is,] a zone where women see few

30 International Labour Organization (2017), *ILO guidelines on decent work and socially responsible tourism*, ILO, Geneva (online), available at: [www.ilo.org](http://www.ilo.org) (01-07-2019).

31 Baum, T. and Cheung, C. (2015), *Women in Tourism & Hospitality: Unlocking the Potential in the Talent Pool*, Hospitality Industry Pipeline Coalition Coalition/Diageo, London (online), available at: [www.diageo.com/pr1346/aws/media/1269/women\\_in\\_hospitality\\_\\_tourism\\_white\\_paper.pdf](http://www.diageo.com/pr1346/aws/media/1269/women_in_hospitality__tourism_white_paper.pdf) (01-07-2019).

32 Moreno, D. (2017), ODS, *Turismo y Género: fundamentos y recomendaciones para la educación y sensibilización*, El Centro de Iniciativas para la Cooperación Batá, Córdoba (online), available at: [www.cicbata.org](http://www.cicbata.org) (01-07-2019).

development opportunities for a professional career, as they are aware that [their] company has little interest in investing in their training.”<sup>33</sup>

In addition to on-the-job training, research by the World Bank highlights the importance of training for women on soft skills and networking, as well as raising awareness of available training opportunities. These soft skills can include negotiations, leadership or presentation skills that can play a central role in career progression. One World Bank study in 2018 found that:

“Bundled services (that is, capital combined with business training or traditional business training combined with soft skills and non-cognitive skills trainings) are more effective in improving business performance for women-led enterprises seeking growth than are stand-alone interventions”.<sup>34</sup>

This is echoed by research undertaken by Brookings, which affirmed that “successful interventions [for women’s empowerment] have usually paired basic business skills provision (as well as basic financial capital) with provision of soft skills such as leadership and mindset considerations.”<sup>35</sup> Moreover, positive performance in employment and entrepreneurship is shaped by education and training, as well as “confidence, assets and networks”.<sup>36</sup> As reflected in the case studies below, networking and mentors are also essential for fostering women’s empowerment in tourism. Research underscores the significance of networks and mentors for women entrepreneurs and trainees;<sup>37</sup> for example, improved social networking enables women to “experience solidarity with their peers, as well as independence in financial decision-making and increased respect within their households and communities”<sup>38</sup>.

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33 Moreno, D. and Cañada, E. (2018), *Gender dimensions in tourism work*, Alba Sud, Barcelona (online), available at: [www.albasud.org](http://www.albasud.org) (01-07-2019).

34 World Bank (2018), *An Operational Guide to Women’s Entrepreneurship Programs in the World Bank*, World Bank, Washington D.C. (online), available at: <http://documents.worldbank.org/curated/en/629041543523635439/pdf/132588-WP-V2-FullReportWomensEntrepreneurshipPrograms.pdf> (01-07-2019).

35 Siba, E. (2019), *Empowering women entrepreneurs in developing countries*, Brookings, Washington D.C. (online), available at: [www.brookings.edu](http://www.brookings.edu) (01-07-2019).

36 World Bank (2019), *Profiting from Parity: Unlocking the Potential of Women’s Businesses in Africa*, World Bank, Washington, D.C. (online), available at: [www.worldbank.org](http://www.worldbank.org) (01-07-2019).

37 Buvinic, M. and O’Donnell, M. (2016), *Revisiting What Works: Women, Economic Empowerment and Smart Design*, Center for Global Development, data2x and United Nations Foundation, Washington D.C. (online), available at: [www.womeneconroadmap.org/sites/default/files/CGD-Roadmap-Update\\_v4.pdf](http://www.womeneconroadmap.org/sites/default/files/CGD-Roadmap-Update_v4.pdf) (01-07-2019).

38 Brody, C. et al. (2015), ‘Economic Self-Help Group Programs for Improving Women’s Empowerment: A Systematic Review’, *Campbell Systematic Reviews*, volume 11 (19).

## Investment in training for women, and across the sector in general, leads to greater outcomes for gender equality

A lack of education or formal training jeopardizes women's active participation in tourism. This is especially true for impoverished women, even in diverse contexts. Training proved indispensable to the success of several initiatives, as shown in all regions. The case studies highlight the need for context-specific training, as well as training on information and communication technologies, particularly digital tourism platforms. The case studies below highlight the kinds of measures that can be taken to address challenges and promote effective education and training for women in tourism.

### Snapshot 2.4 on education and training:

#### Executive Development Programme for Women in Tourism, South Africa



The South African Department of Tourism (NDT) conducted a study in the 2013/2014 financial year to understand why no black women were working at the executive level within the tourism sector. Their absence was conspicuous among boards and company executives. Responding to this study's findings, the South African Government developed the Executive Development Programme for Women in Tourism, in partnership with the University of South Africa. Immediately,

20 women managers were selected to participate. After the training programme, six of these women were promoted to senior and executive management positions. Following the success of the first course, a second cohort of 40 women began their training in February 2018.

Trends in tourism education and training must be viewed in the broader context of global trends in education. In 2016, 263 million children, adolescents and youth between the ages of 5 and 16 years old were out of school – nearly 20% of the global population of this age group. While their numbers have fallen since 2000, data from the UNESCO Institute of Statistics (UIS) shows that this progress has stalled, declining by little more than 1 million per year since 2012. Upper secondary school-age youth are four times as likely to be out of school as children of primary school age.<sup>39</sup> Historically, girls and young women are more likely to be excluded from education. In 2018, however, out-of-school rates for the lower secondary and upper secondary school-age girls and boys are now “nearly identical, while the gender gap among children of primary school age dropped from more than 5 percentage points in 2000 to 2 percentage points in 2016.”<sup>40</sup>

Despite progress towards gender parity in education, the most recent data from UNESCO and the Global Partnership for Education (2016) indicates that 132 million girls worldwide are out of school. This includes 34.3 million girls of primary school age, 30 million girls of lower secondary school age, and 67.4 million girls of upper secondary school age.<sup>41</sup> Most of the world's out-of-school

39 UNESCO Institute of Statistics (2018), *One in Five Children, Adolescents and Youth is Out of School*, UNESCO UIS, Paris (online), available at: <http://uis.unesco.org> (01-07-2019).

40 Ibid.

41 Global Partnership for Education (2019), *Education data*, GPE, Washington, D.C. (online), available at: [www.globalpartnership.org](http://www.globalpartnership.org) (01-07-2019).



girls live in sub-Saharan Africa and South Asia. By contrast, Latin America and the Caribbean lead on the number of girls enrolled at the secondary and tertiary levels.<sup>42</sup> While more women enrol in universities, many stop short of pursuing higher-level degrees. Globally, a high proportion of tertiary level students are women – yet, although women represent 53% of bachelor’s and master’s degree graduates globally, their numbers drop off abruptly at the doctoral level (43%).<sup>43</sup> At the other end of the educational spectrum, women account for two-thirds of the world’s 792 million illiterate adults.<sup>44</sup>

As UN Women argues, gender discrimination undercuts women’s prospects for education and training in many ways. Early marriages and domestic work take millions of girls and young women out of school. Biased teaching and educational materials limit fields of study. Sexual harassment in public spaces can confine them at home.<sup>45</sup> These challenges are similarly highlighted by the World Bank, as are other major barriers to girls’ education – poverty, cultural norms and practices, poor infrastructure, violence and fragility.<sup>46</sup>

Snapshot 2.5 on education and training: **Fabulous Tourism Academy, United Kingdom**

The United Kingdom-based Fabulous Tourism Academy, an online teaching platform, supports women looking to grow their tourism businesses or become entrepreneurs. It offers an 8-month paid online training programme open to women from around the world. This engages participants in reflection, experience sharing, expert webinars, and contributing to the programme itself. Above all, the initiative prioritizes empowering women as leaders in business. As the academy’s founder, Carole Favre, put it:

“It is about growing women first, then growing business, and providing support to do both, all at once. Small entrepreneurs are their business so you can’t possibly dissociate one from the other if you really want to empower women. You don’t fully empower through education [...] You empower by teaching how to use that knowledge in service to your values and ambitions.”<sup>a</sup>

a) Smith, J. (2018), *Developing women leaders for tourism: interview with Carole Favre, founder Fabulous Tourism Academy*, Travindy, Berlin/London (online), available at: [www.travindy.com](http://www.travindy.com) (01-07-2019).

42 UN-Women (2015), *Education & Training of Women*, UN Women, New York (online), available at: <http://beijing20.unwomen.org> (01-07-2019).

43 United Nations Educational, Scientific and Cultural Organization (2015), *UNESCO Science Report: Towards 2030*, UNESCO, Paris (online), available at: <https://unesdoc.unesco.org> (01-07-2019).

44 United Nations Educational, Scientific and Cultural Organization (2014), *UNESCO’s promise: Gender equality, a global priority*, UNESCO, Paris (online), available at: <https://unesdoc.unesco.org> (01-07-2019).

45 UN-Women (2019), *Education and Training of Women*, UN Women, New York (online), available at: <http://beijing20.unwomen.org> (01-07-2019).

46 World Bank (2019), *Girls’ Education*, World Bank, Washington, D.C. (online), available at: [www.worldbank.org](http://www.worldbank.org) (01-07-2019).

The *Gender Equality in Tourism Plan* of the province of Valencia, Spain, offers a strong example of the collaboration needed to integrate a gender perspective in tourism policy. Before 2015, there was no explicit focus on gender equality at the regional level, apart from the provision that tourism companies must have a gender equality plan, in line with Spain's national law on gender equality. In the wake of the 2015 elections, equality and lesbian, gay, bisexual and transgender (LGBT) issues became key priorities for the Deputation of Valencia. A commitment to equality united officials responsible for equality issues and those responsible for tourism. Both departments agreed to work on tourism from a gender perspective, with each contributing half of the budget for the development of a gender equality plan. While the overall



*Gender Equality in Tourism Plan* included a strong focus on the equality of LGBT individuals, this was eventually rejected and removed from the final version. This demonstrates that while the local tourism sector may be open to discussing gender equality issues, LGBT rights remain a more contentious topic.

As one of the key actions in the plan, in February 2019 a five-day training was conducted for 20 public sector workers from a range of tourism organizations across the province of Valencia. The training covered a range of topics – from an introduction to gender issues, to gender equality and tourism at the global and local levels. At the end of the training, participants developed their own work plans for implementing gender equality in their specific work contexts. The training used innovative gender training methodologies, including movement work and theatre. This intensive training course may be considered an excellent example of gender training for public sector tourism workers.

### Lessons learned

Four key lessons can be highlighted from this case study:

1. When political will to work on gender equality is strong, different actors can come together and work productively;
2. Gender equality in tourism strategies – like all gender policies in general – are highly vulnerable to changes in government. As such, it is important to work on *institutionalizing* a gender perspective in tourism through gender mainstreaming, rather than focussing solely on policy development;
3. Even when there is no gender equality strategy at the national level, regional and local institutions can take the initiative to develop effective, strategic gender equality plans. Following this, national tourism bodies can study initiatives at the sub-national level and replicate them at the national level; and
4. Investing in gender equality training for tourism workers has a tangible impact on their capacity to integrate these issues into their work.

## 2.4 Leadership, policy and decision-making



The *Global Report on Women in Tourism 2010* found that 21% of countries had a woman tourism minister, compared to 17% of women ministers in general. Africa had the highest proportion, as one-third of tourism ministers were women, while Latin America had the lowest, with only 6% of ministerial tourism positions held by women. This report finds that 23% of tourism ministers worldwide are women. This is higher than women's average representation in ministerial portfolios worldwide. As of January 2019, only 20.7% of government ministers were women; their most commonly held portfolios are social affairs, family, children, youth, elderly and disability affairs.<sup>47</sup>

Table 2.9: **Tourism ministerial positions held by women, 2009 (%)**

Region	Tourism ministerial positions held by women (%)
Africa	36
Latin America	25
Asia	15
The Caribbean	6
Oceania	0
<b>Average</b>	<b>20.7</b>

Table 2.10: **Tourism ministerial positions held by women, 2019 (%)**

Region	Tourism ministerial positions held by women (%)
Africa	16
Americas	33
Asia and the Pacific	10
Europe	29
Middle East	21
<b>Average</b>	<b>23</b>

Note: Table from the *Global Report on Women in Tourism 2010*.

Source: United Nations Development Programme (2009), *Human Development Report 2009*.

In 2010, 20% of tourism board Chief Executive Officers (CEOs) and 24% of tourism association chairs were women. In 2013, women made up only 15.2% of board members;<sup>48</sup> in 2018, this figure has risen to 23%.<sup>49</sup>

As in all sectors, women's role in tourism leadership needs to be seen in the broader context of their role in decision-making. Around the world, women's participation in leadership and decision-making is extremely limited. As UN Women highlights, from the local to the global level, women are underrepresented as leaders in all spheres – from politics to the civil service, the private sector and academia.<sup>50</sup> As of November 2018, only 24% of national parliamentarians were women, a slow

47 Inter-Parliamentary Union and UN-Women (2019), *Women in Politics 2019 Map*, IPU and UN-Women, New York (online), available at: [www.ipu.org](http://www.ipu.org) (01-07-2019).

48 Equality in Tourism (2013), *Sun, Sand and Ceilings: Women in the Boardroom in the Tourism Industry 2013*, Equality in Tourism, London (online), available at: [www.equalityintourism.org](http://www.equalityintourism.org) (01-07-2019).

49 Equality in Tourism (2018), *Sun, Sand and Ceilings: Women in Tourism and Hospitality Board Rooms 2018*, Equality in Tourism, London (online), available at: [www.equalityintourism.org](http://www.equalityintourism.org) (01-07-2019).

50 UN Women (2019), *Women's leadership and political participation*, UN Women, New York (online), available at: [www.unwomen.org](http://www.unwomen.org) (01-07-2019).

increase from 11.3% in 1995.<sup>51</sup> The average proportion of women in senior civil service positions among G20 countries is just 26.4%, although this marks a slow but steady rise in their numbers. Developed countries are inching slowly towards gender parity in senior management positions. For example, among the EU, 40% of top civil service positions are held by women.<sup>52</sup> ILO data suggests that men are nearly three times as likely as women to hold leadership positions as legislators, senior officials and managers.<sup>53</sup>

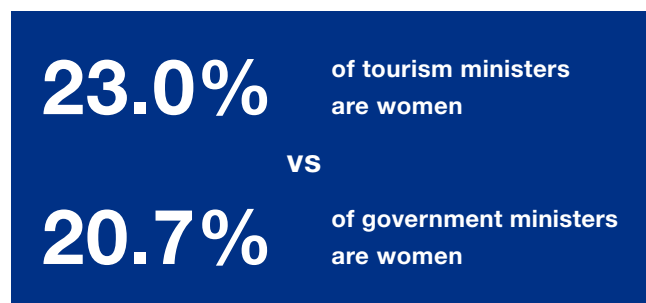
In 2018, only 24 female CEOs lead the companies on the Fortune 500 list, a mere 4.8% – down from 6.2% in 2017.<sup>54</sup> Based on four years of data (2014–2018) from 462 companies employing more than 19.6 million people, research found that women remain underrepresented in decision-making roles, particularly women of colour. Men hold 62% of private sector managerial positions, compared to 38% of women.<sup>55</sup>

## 2.4.1 Findings and good practices in tourism leadership, policy and decision-making

Few improvements have occurred in the past eight years in women’s participation in tourism leadership and decision-making. Of the countries included in this report, as of March 2019, just 23% had a female minister for tourism: Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Cambodia, Costa Rica, the Czech Republic, Denmark, Ecuador, Egypt, Ethiopia, Georgia, Ghana, Greece,

Jordan, Norway, the Philippines, Poland, Portugal, Sweden, Uruguay and Zimbabwe. On average, the World Economic Forum’s Global Gender Gap Index political empowerment score for these countries is 0.243, significantly more than 0.206 for those countries with a man as tourism minister.<sup>56</sup>

Tourism remains no exception to the global trend of women’s limited participation in decision-making. Research on women’s leadership in tourism reveals a number of patterns. Although women



51 Inter-Parliamentary Union (2018), *Women in national parliaments, as of 1 November 2018*, IPU, Geneva (online), available at: <http://archive.ipu.org/wmn-e/world.htm> (01-07-2019).

UN Women (2019), *Facts and figures: Leadership and political participation*, UN Women, New York, available at: [www.unwomen.org](http://www.unwomen.org) (01-07-2019).

52 Global Government Forum (2017), *Women Leaders Index 2017*, Global Government Forum, Rickmansworth (online), available at: [www.globalgovernmentforum.com](http://www.globalgovernmentforum.com) (01-07-2019).

53 International Labour Organization (2016), *Women At Work: Trends 2016*, ILO, Geneva, available at: [www.ilo.org](http://www.ilo.org) (01-07-2019).

54 Mejia, Z. (2018), ‘Just 24 female CEOs lead the companies on the 2018 Fortune 500—fewer than last year’, *CNBC*, 21 May 2018 (online), available at: [www.cnbc.com/2018/05/21/2018s-fortune-500-companies-have-just-24-female-ceos.html](http://www.cnbc.com/2018/05/21/2018s-fortune-500-companies-have-just-24-female-ceos.html) (01-07-2019).

55 McKinsey and LeanIn.Org (2018), *Women in the Workplace 2018*, McKinsey, New York (online), available at: [www.mckinsey.com](http://www.mckinsey.com) (01-07-2019).

56 The Global Gender Gap Index ranks countries according to calculated gender gap between women and men in four key areas: health, education, economy and politics to gauge the state of gender equality in a country. The highest possible overall score is 4.00 (1.00 for each of the key areas analysed).

are well over half of the global tourism work force, estimates of their participation point to women representing less than one-quarter of decision makers in the sector. Data compiled by the Women in Hospitality, Travel and Leisure initiative suggests that women make up 25.5% of executive committee members, most of whom work in human resources rather than commercial or finance departments.<sup>57</sup> These findings highlight that the tourism sector is “failing to promote women to the highest levels of decision-making despite having a larger pool of female talent from which to draw.”<sup>58</sup> As noted above (see section 2.1.1), women’s underrepresentation is tied to gender discrimination, skills shortages at managerial levels, boards dominated by men, a large gender pay gap, women’s concentration in lower skills and lower paid areas of the sector and their absence in more technical areas, such as aviation.<sup>59</sup> As the Chairperson of the Buhoma-Mukono Community Development Association (BMCDA) put it during the case study interviews for this report:

“Giving women leading positions is sometimes perceived as negative by the public. The perception is always: why does this person bring in women in key positions when there are men who can do the work?”

### Progress on gender parity in the tourism sector is slow in comparison to other sectors

While the sector attracts a high number of women graduates, it does not do enough to retain them or ensure their career progression. While the regulatory landscape in many countries is prompting businesses to take gender equality and diversity more seriously, there is a general lack of appetite to engage in the debate in tourism.<sup>60</sup>

Gender equality strategies for the tourism sector and gender-sensitive tourism policies make a difference for women’s empowerment, especially when backed by institutional and budgetary support. The importance of gender equality is being recognized in tourism policy frameworks, initiatives and national development plans through gender mainstreaming.<sup>61</sup> These are more prominent in Africa and Europe than in Latin America and the Caribbean, and significantly more than in Asia and the Pacific. Countries with a female tourism minister have a higher score on the Global Gender Gap Index political empowerment score than those with a male tourism minister. In addition, there is a strong correlation between gender-sensitive policies, on the one hand, and women’s ability to thrive in tourism employment and leadership, on the other.

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57 Women in Hospitality, Travel and Leisure, PwC and MBS Group (2019), *Women in Hospitality, Travel, and Leisure 2020: WIH2020 Review*, WIH, Dorset (online), available at: [www.pwc.co.uk](http://www.pwc.co.uk) (01-07-2019).

58 Equality in Tourism (2013), *Sun, Sand and Ceilings: Women in the Boardroom in the Tourism Industry*, Equality in Tourism, London (online), available at: [www.equalityintourism.org](http://www.equalityintourism.org) (01-07-2019).

59 Women in Hospitality, Travel and Leisure, PwC and MBS Group (2019), *Women in Hospitality, Travel, and Leisure 2020: WIH2020 Review*, WIH, Dorset (online), available at: [www.pwc.co.uk](http://www.pwc.co.uk) (01-07-2019).

60 Ibid.

61 Gender mainstreaming was defined by the 1997 UN Economic and Social Council (ECOSOC) agreed conclusions as:

“The process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetrated. The ultimate goal is to achieve gender equality.”

For more information, see: [www.unwomen.org/en/how-we-work/un-system-coordination/gender-mainstreaming](http://www.unwomen.org/en/how-we-work/un-system-coordination/gender-mainstreaming).

## Political will is essential

When political will to work on gender equality is strong, different public sector actors can come together and work productively. As shown in the case of Valencia above (case study 2.5), when political will at the national level is lacking, local and regional actors can push forward gender equality agendas in the tourism sector, particularly in regions with a high dependence on tourism. Following this, national tourism bodies can look to what is being done at the sub-national level and replicate this at the national level. This is also the case in the private sector, where tangible changes can be observed when senior management take concrete steps to address inequalities within their workforce. In addition, champions, mentors and role models – both men and women – are needed to advocate for gender equality and women’s empowerment in tourism. As the case studies show, lobbying is a vital means of securing indispensable political will for women’s empowerment and gender equality in tourism.

### Case study 2.6 on leadership, policy and decision-making:

#### **Cape Verde Action Plan for Gender Mainstreaming in Tourism**

In 2015, the UN Women Liaison Office in Cape Verde and the Instituto Cabo-verdiano para a Igualdade do Género (ICIEG) began developing an *Action Plan for Gender Mainstreaming in Tourism*. This initiative reflects tourism’s immense importance for Cape Verde. UN Women’s Liaison Office estimates that tourism represents at least 20% of Cape Verde’s GDP 60% of its service sector and the fourth greatest source of job creation.

Women make up an estimated 57.9% of Cape Verde’s hospitality and catering workers. However, they face a range of challenges, including poverty, a disproportionate burden of care work, limited formal employment and violence.<sup>a</sup>

The main objective of Cape Verde’s *Action Plan for Gender Mainstreaming in Tourism* is to re-orientate national tourism planning and management by promoting gender equality. The Action Plan is based on three priorities:

1. Institutional strengthening;
2. Education and training, specifically gender sensitive tourism training for students and teachers; and
3. Women’s empowerment.

To support the action plan’s implementation, trainings on gender equality and tourism have been conducted since 2015. These are geared towards staff at all levels and in all kinds of organizations linked to tourism, alongside the United Nations in Cape Verde. In November 2017, the Action Plan’s Steering Committee was established, followed by the delivery of a tailor-made training. Terms of Reference were drafted for the creation of a Gender equality and tourism Unit and a set of indicators to monitor the action plan’s implementation.

Positive recent developments include the protocol signed between UN Women’s Liaison Office in Cape Verde, ICIEG and the Hospitality and Tourism School to promote gender sensitive capacity building at the core of tourism education.

#### **Lessons learned**

The Cape Verde *Action Plan for Gender Mainstreaming in Tourism* is a good example of pro-active policy-making to mainstream gender in tourism – the bedrock of working towards gender equality in the sector. By prioritizing the need to change tourism development so that it integrates a gender perspective, the plan marks a radical departure from many tourism policies which address gender in a tokenistic way, often as an ‘afterthought’. Prioritizing training, setting indicators and creating a Gender equality and Tourism Unit to support the implementation and monitoring of the action plan also reflect a leap forward in policy-making.

a) Government of Cape Verde (2015), *Plano Nacional de Igualdade de Género (PNIG), 2015–2018*, Government of Cape Verde, Praia.

Gender equality needs to be firmly embedded in tourism policy. Like all gender equality policies in general, gender equality strategies in the tourism sector are highly vulnerable to changes in government. As such, it is important to work on institutionalizing a gender perspective in tourism through gender mainstreaming, rather than focussing on policy development. Otherwise, every 'moment of political change' requires fresh efforts to draw the attention of tourism policymakers towards gender mainstreaming. Rather than adapting gender equality to the tourism sector, gender equality and tourism strategies work best when they enable tourism development from a gender perspective.

#### Snapshot 2.6 on leadership, policy and decision-making: **Hilton Worldwide**

Comparing Hilton Worldwide's data from 2013 to 2018, the company has improved significantly in women's representation on its executive board. Their number rose from 2 women (among 12 men) in 2013, to 5 women and men each in 2018. This improvement is tied to the company's specific policies to empower women. In 2014, Hilton's CEO signed the *CEO Statement of Support for the Women's Empowerment Principles* to promote equal opportunities for women.<sup>a</sup> The principles, devised by UN Women and the United Nations Global Compact, offer guidance on how to empower women in the workplace, marketplace and community with a focus on capacity building in three key areas:

- Women in leadership;
- Women as business partners; and
- Community partnerships that invest in women and girls through education, training and professional development.<sup>b</sup>

a) Equality in Tourism (2018), *Sun, Sand and Ceilings: Women in Tourism and Hospitality Board Rooms 2018*, Equality in Tourism, London (online), available at: [www.equalityintourism.org](http://www.equalityintourism.org) (01-07-2019).

b) For more information, see: <https://newsroom.hilton.com/corporate/news/hilton-worldwide-commits-to-promote-equal-opportunity-for-women>

#### Snapshot 2.7 on leadership, policy and decision-making:

##### **Leadership Task Force for Women's Empowerment in the Tourism Sector**

Female tourism ministers in Africa called for the creation of a Leadership Task Force for Women's Empowerment in the Tourism Sector during the 2017 meeting of the UNWTO Commission for Africa (CAF) in Abuja, Nigeria. According to Catherine Afeku, Minister of Tourism, Arts and Culture of Ghana and Chair of the Task Force, this is an important initiative for women in tourism in Africa that highlights the multifaceted roles women play in the industry and that brings into focus the leadership potential of women in the sector. Within the initiative, women also have the opportunity to learn from best practices and bring into the policy framework their roles and contributions, with a focus on women in the tourism value chain.

The main objectives of the Task Force are:

- To propose guidelines to integrate gender issues in tourism strategies in Africa;
- To promote women's empowerment and leadership in the region in the tourism sector;
- To bring into high visibility female role models in the industry for young people, highlighting the global impact women make in the tourism sector;
- Identify, improve and create career opportunities for women in the tourism sector, while providing and promoting adequate visibility for them; and
- Steer and promote the Women in Tourism Empowerment Programme (WITEP).

## Case study 2.7 on leadership, policy and decision-making:

### **Gender Unit of the Secretariat of Tourism of Mexico (SECTUR), Mexico**

In 2014, a presidential command in Mexico affirmed that it is the duty of all sectors, at all levels, to integrate gender equality into their work. As such, each federal entity created a Gender Unit, including the Secretariat of Tourism of Mexico (Secretaría de Turismo – SECTUR). Mexico's *National Plan of Development 2013–2018*, its *Gender Equality Policy 2013–2018* and its *Tourism Sectoral Programme 2013–2018*, defined the Gender Unit's work. Its main objective is to ensure that all SECTUR actions are based on national gender equality tools. Priority areas of work include combating the exploitation of children in tourism, promoting women's empowerment and institutional strengthening.

The Unit understands *empowerment* as a predominantly economic and personal issue. It works with women entrepreneurs to improve business capacities and encourages actions to reduce gender-based violence, particularly in rural contexts. It also assists women to continue or start their education, facilitates access to formal tourism work and develops projects. It is estimated that beneficiaries include at least 250 women in each community where projects are being implemented. As Fridays are not school days in some areas, the Unit uses these days to conduct actions to improve work-life balance, such as educational trips for staff members' children. In 2016, the Secretariat gained the National Certification on *Labour Equality and Non Discrimination* on norms around work and gender equality.<sup>a</sup>

Institutional strengthening is at the heart of SECTUR's work. The Gender Unit has implemented gender awareness training on sexual abuse and harassment, gender equality and masculinities. A prominent factor that has contributed to the Unit's success is the creation of a Gender Commission to improve the capacity of each SECTUR department to work on gender equality. The Unit has its own budget, enabling it to finance actions in line with established work plans. The Unit reports directly to the Planning and Tourism Policy Department, which offers a strong entry point to foster gender equality at the very core of tourism development. All this secures political will and helps key stakeholders see how relevant gender equality is for tourism.

In terms of challenges, the Unit has to deal with bureaucratic red tape, staff's reluctance to change working procedures and attitudes, and the difficulty of improving women's positions. They have identified a need for a stronger, gender sensitive communication strategy as a pre-condition for gender sensitive tourism policies. There is also a need to encourage *unity* between women and working with men to deconstruct gender-related privileges and disadvantages.

#### **Lessons learned**

SECTUR's Gender Unit is a strong example of how creating specific institutions for gender in tourism leads to promoting of gender equality more effectively at the highest tourism policy level. Having a Gender Unit in place means that the secretariat has a dedicated team able to support policy implementation; promote rural women's economic empowerment; and engage the tourism private sector to commit to gender equality and to combating child exploitation; and institutional strengthening through gender training. This case study also shines a light on how important it is for Gender Units to have their own budgets, to report directly to high-level planning departments and to develop gender sensitive communication strategies.

a) This certification recognizes exemplary performance by the public, private and social sectors on non-discrimination and labour equality between men and women. For more information, see: <https://www.gob.mx/inmujeres/acciones-y-programas/norma-mexicana-nmx-r-025-scfi-2015-en-igualdad-laboral-y-no-discriminacion>





From case study 2.3: Proyecto Emprende, Costa Rica, page 50

### **Structural barriers, including discriminatory laws and institutions, limit women's options to pursue careers as politicians or private sector leaders**

Gender norms, discrimination and stereotypes also combine with forms of gender-based violence, such as sexual harassment, that keep women from leadership positions. In many contexts, capacity gaps “mean women are less likely than men to have the education, contacts and resources needed to become effective leaders.”<sup>62</sup> These challenges occur in a global policy environment that stresses the importance of women’s participation in leadership and decision-making. Such participation is a priority area for Sustainable Development Goal 5 (‘Achieve gender equality and empower all women and girls’), the Beijing Platform for Action and the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) – which represent international consensus on gender equality and women’s empowerment among UN Member States.

There appears to be a strong correlation between gender-sensitive policies, on the one hand, and women’s ability to thrive in tourism employment and leadership, on the other. For instance, women make up most of the tourism workforce in 69% of the countries for which sex-disaggregated data is available (49 out of 71 countries). All 49 of these countries have ratified CEDAW. Meanwhile, countries such as Egypt, Jordan and the State of Palestine – where women make up a tiny proportion of the tourism workforce compared to a much larger proportion of the broader economy – have either ratified with reservations, or have not ratified CEDAW’s Optional Protocol, which establishes complaint and inquiry mechanisms. It is also worth noting that seven countries in the sample – Egypt, Jordan, Mozambique, Sierra Leone, the State of Palestine, Uruguay and Zambia – do not meet the ILO standard of at least 14 weeks maternity leave. Laws mandating gender equality are also uneven in the 49 countries.

62 UN Women (2019), *Women’s leadership and political participation*, UN Women, New York (online), available at: [www.unwomen.org](http://www.unwomen.org) (01-07-2019).

Table 2.11: **Gender equality laws in countries for which sex-disaggregated data on tourism is available, 2014**

Country	Laws on equal remuneration for work of equal value	Laws on non-discrimination based on gender in hiring	Laws banning sexual harassment in employment
Austria	No	No	Yes
<b>Brazil</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
Cameroon	No	No	No
<b>Canada</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
Congo, Republic of the	No	No	Yes
<b>Czech Republic</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
Egypt	No	No	No
Georgia	No	No	Yes
<b>Greece</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
<b>Hungary</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
Jordan	No	No	Yes
Martinique (data used for France)	No	Yes	Yes
Mozambique	No	No	Yes
Sierra Leone	No	No	Yes
Slovakia	No	Yes	Yes
Slovenia	No	Yes	Yes
<b>Spain</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
State of Palestine	No	No	No
Tajikistan	Yes	Yes	No
<b>United Kingdom</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
<b>Uruguay</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
Zambia	No	No	Yes

Source: UN Women (2015), *Progress of the world's women 2015–2016: Transforming economies, realizing rights*, UN Women, New York (online), available at: [www.unwomen.org](http://www.unwomen.org) (01-07-2019).



The three countries with no laws mandating gender equality, as illustrated in table 2.11, are Cameroon, Egypt and the State of Palestine. Employment data is not available for Cameroon. However, women make up 49.3% of all workers in the State of Palestine but only 9% of workers in tourism. They comprise 16.9% of all workers in Egypt but only 2.1% of tourism workers. Neither the State of Palestine nor Egypt provide the ILO minimum maternity leave and they have not ratified CEDAW's Optional Protocol. As noted above, this points to a correlation between a gender-sensitive macroeconomic environment and policies, and women's employment in tourism versus their employment in the broader economy.

Snapshot 2.8 on leadership, policy and decision-making:

**Addressing sex tourism in Thailand**

In Thailand, sex tourism was widespread before the country introduced the *Act for the Abatement of Prostitution* in 1990, to mitigate the spread of HIV and AIDS and human trafficking. The Act criminalized women who provide sex to tourists, punishing them more harshly than brothel owners and sex tourists. The Act was revised in 1997 as the *Prevention and Suppression of Prostitution Act*, which was better at protecting sex workers by placing the responsibility with brothel owners and sex tourists. Two decades later, however, Thailand is still struggling to end sex tourism. Policy enforcement is a challenge. While sex work is illegal, it is often tolerated especially in exchange for bribes.

In 2014, Thailand's Minister of Tourism and Sports was a woman and pledged to end sex tourism with a two-pronged approach – raiding bars and brothels and introducing a campaign to sell Thailand as a destination *for women*. Such new agendas may go a long way towards ending the abuse and human trafficking so often linked to sex tourism.

## 2.5 Community and civil society



Community

The *Global Report on Women in Tourism 2010* addressed women's role in community and civil society in relation to their role as own-account workers and contributing family members in the hotel and restaurant sectors. On average worldwide, it found that 49% of own-account workers in hotels and restaurants, and 70% of contributing family workers in these establishments, were women.

Women are more than twice as likely to be contributing family workers compared to men.<sup>63</sup> As noted above, women are still clearly overrepresented among contributing family workers – in 2017, women were 63% of the world's contributing family workers.<sup>64</sup> In developing countries, contributing family work accounted for 42.3% of women's employment in 2018, compared to 20.2% of men's employment. In emerging economies, women's share of contributing family work fell from 22.8% to 17% between 2009 and 2018, while their share of own-account work rose by 2.4 percentage points to 26.1%.<sup>65</sup>

### 2.5.1 Findings and good practices in community and civil society

When links are made between tourism and the broader community and civil society, women's empowerment is more substantive. It is vital to look beyond tourism's purely economic benefits to achieve gender equality and sustainable development. While tourism can increase women's

economic contribution, many of the case studies show how women were not sufficiently empowered despite having gained entrepreneurial success. Instead, their traditional gender roles are often prioritized over their roles as business women. In the case study research undertaken, women view tourism as a supplementary or additional form of labour, given their enduring responsibility for unpaid care and domestic work. This highlights the importance of macroeconomic and social welfare policies so that women are able to experience

tangible empowerment effects from participation in the tourism sector. The case studies below highlight which steps can address these issues and promote women's leadership and participation in civil society and communities in the context of tourism.

#### Unpaid care work

Women: **76.2% to 80%** hours

Men: approx. **25%** hours

63 International Labour Organization (2018c), *Paid employment vs vulnerable employment*, ILO, Geneva (online), available at: [www.ilo.org](http://www.ilo.org) (01-07-2019).

64 Ibid.

65 International Labour Organization (2018d).

## Collaboration is essential

As shown in the case studies, collaboration is essential, including between women's groups, with other civil society actors, NGOs and even with other economic sectors. Collaboration between private sector actors and civil society organizations such as trade unions is equally vital. For instance, the FairHotel.org case (see case study 4.2) reflects how this can give tourists the opportunity to support women workers' rights, and more broadly, building consumer power and demand within companies for worker protection. Conversely, the challenges that arise when women's groups are in conflict are laid bare in a number of the case studies presented here. There is sometimes a disconnect between women who are engaged in tourism – often labelled as *money women* because they earn incomes or 'stand out' – and other community members, who do not. This highlights the importance of considering intersectionality when developing initiatives for gender equality in tourism – that is, taking into account women's different identities and privileges in terms of location, ethnicity, nationality, socioeconomic background, disability and other identity markers, hand in hand with the intersections of these identities.

### Case study 2.8 on community and civil society:

#### **Ride 4 a Woman, Bwindi Impenetrable National Park, Uganda**

Ride 4 a Woman is an organization that works with and for women and girls in Buhoma, the closest community to Uganda's Bwindi Impenetrable National Park. As a registered NGO, the organization empowers women by building skills and providing income generation opportunities. Founded in 2009, it initially focussed on renting out bicycles to tourists and using the proceeds for women's empowerment activities.

Ride 4 a Woman's 300 female members are generally women who are poor, illiterate, widows, HIV positive, or girls who have dropped out of school. Fifty are directly employed by the organization in sewing; cultural dancing; basket weaving, including demonstrations through the 'A Day with a Woman' programme; and homestays/accommodation.

One of the organization's key successes has been its construction of a domestic violence accommodation facility that provides a temporary refuge for women who experience domestic violence. The facility is also used for tourist accommodation and income generation, with profits used to help survivors of violence and maintain facilities. Women also attend training on gender-based violence, offering a platform for women to share their experiences, support one another and devise solutions together. There is also a micro-loan programme worth USD 14,000 that supports women to empower themselves. Women have benefitted by starting their own businesses, investing in small livestock and paying their children's school fees. Ride 4 a Women also promotes women's self-confidence, especially their ability to speak in public. It champions personal transformation through women's meetings and interactions.

Challenges concern some husbands' insistence on controlling their wives' incomes. Such demands are strenuously resisted by female members, who spend quickly on pressing family needs, investments and savings. Some men object to their wives working, insisting that they stay home and attend to domestic chores. Managing a large group also proved difficult for the organization, as did marketing the guesthouse and women's craft products; and insufficient transport to take women to and from their performance points.



## Lessons learned

Ride 4 a Woman's experience reflects the central role which NGOs play in using tourism to advance women's empowerment. Training, loan schemes and helping women to set up their own businesses, all feed into economic empowerment, while building women's self-confidence and networks facilitates *psychological* empowerment. Tourists, moreover, can contribute to combating gender-based violence by staying in NGO-owned accommodation and engaging in programmes whose profits are used for survivors of violence. The organization's experiences also recall the cultural expectations surrounding women's care and domestic work, which limits their freedom, mobility and participation in tourism and other businesses. It is important for tourism initiatives to engage men in order to overcome gender norms, wherein women have to continuously negotiate with their husbands to allow them to work outside the home..

## Tourism affects the lives of women living in tourism destinations, whether or not they are tourism workers

Research highlights several patterns in terms of women in communities and civil society in relation to tourism<sup>66</sup> Tourism affects the lives of women living in tourism destinations, whether or not they are tourism workers. In many cases, tourism has had a radical impact on gender relations in destination countries. Tourism work can have benefits on women workers, for example when women “act by themselves, for themselves, to demand fairer treatment in the workplace, the home, and in wider society.”<sup>67</sup> Tourism work can lead to greater status in the household and consequently increased bargaining power in the household context.<sup>68</sup> Research in Turkey found that women can carve out space within tourism, and that this can – in the long term – contribute to the “undoing of shame” – that is, to overcome the entrenched social beliefs that consider it shameful for women to enter public spaces alone.<sup>69</sup>

A number of issues, however, limit the potential of tourism to contribute to women's empowerment in tourism communities and households. One key issue – as identified in the *Global Report on Women in Tourism 2010* – is the large amount of unpaid work that women do in tourism household enterprises, as well as unpaid work in general. Research on the impact of tourism on social reproduction in Central America, for example, shows how childcare and parenting become neglected in tourism communities due to the demands of employment in the tourism sector, increasing women's burden for social reproduction without any decrease in their assumed responsibility for such work.<sup>70</sup> These findings are echoed in the majority of research on gender equality and tourism in contexts as diverse as China<sup>71</sup>, Costa Rica<sup>72</sup> and Belize<sup>73</sup>. Despite their important role, women's contributions are widely

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66 Chant, S. (1996), 'Gender and tourism employment in Mexico and the Philippines', in: Sinclair, M. T. (ed.), *Gender, Work and Tourism*, Routledge advances in tourism, Routledge, London, pp. 120–179.

67 Ibid.

68 Sinclair, M. (1997), 'Gendered work in tourism: Comparative perspectives', in: Sinclair, M. (ed.), *Gender, Work and Tourism*, Routledge, New York, pp. 220–234.

69 Tucker, H. (2007), 'Undoing Shame: Tourism and Women's Work in Turkey', *Journal of Tourism and Cultural Change*, volume 5 (2), pp. 87–105.

70 Ferguson, L. (2010b), 'Tourism development and the restructuring of social reproduction in Central America', *Review of International Political Economy*, volume 17 (5), pp. 860–888.

71 Morais, D.; Yarnal, C.; Dong, E. and Dowler, L. (2005), 'The impact of ethnic tourism on gender roles: A comparison between the Bai and the Mosuo of Yunnan province, PRC', *Asia Pacific Journal of Tourism Research*, volume 10 (4), pp.361–367.

72 Vandegrift, D. (2008), "'This isn't paradise I work here": Global restructuring, the tourism industry and women workers in Caribbean Costa Rica', *Gender and Society*, volume 22, pp. 778–798.

73 Gentry, K. (2007), 'Belizean women and tourism work: Opportunity or impediment?', *Annals of Tourism Research*, volume 34 (2), pp. 477–496.

overlooked. For instance, ILO data reveals that women perform 76.2% of total hours of unpaid care work, more than three times as much as men – work that is undervalued, unremunerated and largely invisible. In some regions, such as Asia and the Pacific, this rises to 80%. ILO identifies unpaid care work as “the main barrier preventing women from getting into, remaining and progressing in the labour force”.<sup>74</sup>

Tourism development can bring other challenges to women living in destinations. While the potential downsides of tourism are well documented, there are issues which affect women particularly, because they continue to be primarily responsible for unpaid care and domestic work. These include:

- Conflicts over access to and use of water;
- Sanitation and waste management;
- Sexual harassment and violence in the community;
- Increased cost of living for basic consumer goods; and
- Increased rental and property prices.

As the influx of tourists rises and incomes in communities increase exponentially, this can take a toll on local consumption patterns, especially around alcohol, mental health and cultural traditions. Research in Ladakh, India, for example, reveals that, as tourism has increased, a process of ‘acculturation’ has taken place (i.e. of assimilation to a different culture, typically dominant foreign culture) impacting traditional Ladakhi way of living and boosting alcohol consumption among youth.<sup>75</sup>

In response to these challenges, women around the world have developed collective community- and civil society-based solutions to address the impact of tourism (see the snapshot below). Further examples of such initiatives are included in chapters 3 and 4. It is also worth noting that research

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74 International Labour Organization (2018a), *Care work and care jobs for the future of decent work*, ILO, Geneva (online), available at: [www.ilo.org](http://www.ilo.org) (01-07-2019).

75 Ozer, S. (2013), ‘Alcohol Discourses among Ladakhi Youth in the Context of Acculturation’, *Psychology and Developing Societies*, volume 25 (2), pp. 283-309.

suggests that women in tourism in countries like the United States of America are “more likely to perceive themselves being empowered than men.”<sup>76</sup>

Snapshot 2.9 on community and civil society:

### Equality in Tourism, United Kingdom

Equality in Tourism is an independent, non-profit women’s civil society organization that seeks to ensure that women enjoy an equal share in the global tourism sector, particularly through community-based tourism. The global organization, based in London, United Kingdom, was founded by Dr. Tricia Barnett and Dr. Stroma Cole in 2012, in response to the scarcity of work on gender equality in the framework of sustainable tourism. Equality in Tourism is the first tourism organization focussed on gender equality. Equality in Tourism believes that tourism can create positive change in communities if all community members enjoy equal access to the sector and its benefits. Furthermore, they believe that gender inequality significantly undermines the potential of the tourism sector as a positive driver of change in the context of development – a fact which affects tourism stakeholders at every level.

In response to the many forms of tourism around the world and the varied types of gender expertise which exist, the organization has created a network of global associates from a range of spheres – a testament to Equality in Tourism’s belief that diverse people can bring different, enriching perspectives to debates around gender equality and tourism. As Director Dr. Stroma Cole argues:

“Tourism organizations should compete for gender equality in the same as they compete [to be] the most green organization. I think when they give all [of] these prizes, they should be looking [at] this topic [of gender equality].”

## Women around the world play a key role in supporting their communities

Working for sustainable development individually and as members of civil society women play a key role around the world in supporting their communities.<sup>77</sup> They are highly active in community groups, women’s organizations and other forms of collective action and engagement.<sup>78</sup> Civil society is a vital and dynamic “source of ideas and normative perspectives” on how to improve well-being across communities coupled with alliances, research, analysis, advocacy and action to champion gender equality at all levels.<sup>79</sup>

## 2.6 Conclusions and recommendations on thematic areas

Women make up 54% of the tourism workforce worldwide. While in some countries the share of women’s employment in tourism roughly mirrors the share of women’s employment in the broader economy, in others there are sizeable differences. This indicates that, in some contexts, tourism provides greater opportunities for employment for women than in the broader economy. It also suggests that there is a greater proportion of women-dominated occupations available in the tourism sector than in the overall economy. Most women tourism workers are young (under the age of 35),

76 Boley, B. B. (2017), ‘Gender and empowerment: assessing discrepancies using the resident empowerment through tourism scale’, *Journal of Sustainable Tourism*, volume 25 (1), pp. 113–129.

77 Global Volunteers (2019), *The Global Role of Women – Caretakers, Conscience, Farmers, Educators and Entrepreneurs*, Global Volunteers (online), available at: <https://globalvolunteers.org> (01-07-2019).

78 UN Women (2014), *World survey on the role of women in development*, UN Women, New York (online), available at: [www.unwomen.org](http://www.unwomen.org) (01-07-2019).

79 UN Women Latin America and the Caribbean (2019), *Civil Society*, UN Women LAC, Panama (online), <http://lac.unwomen.org> (01-07-2019).



many are migrants and the majority are in seasonal, part-time, low-paid, and low-skill employment – reflecting horizontal and vertical segregation in tourism employment. Despite a gender pay gap in tourism employment, this gap is narrower than in the broader global economy. For both women and men, tourism employment is comparatively lower paid than wages in the wider economy.

Tourism may offer women greater opportunities for entrepreneurship than the wider economy. Nevertheless, women do not make up the majority of the self-employed workforce in tourism in countries with available data. Gender-related constraints to women's tourism entrepreneurship include limited access to finance, markets, technology and information; a lack of business skills, training and education; and discriminatory laws and practices that prevent women from starting or expanding tourism businesses.

Women also suffer segregation in access to tourism training. In many regions, the majority of tourism students in formal education are women. However, women enjoy few opportunities for high-level tourism training, including training on soft skills and networking that are critical for career progression.

Women represent roughly one quarter of decision makers in the tourism sector; the further up the career ladder you look, the fewer women there are. While the sector attracts a high number of women graduates, it does not do enough to retain them or ensure their career progression into high-level leadership, policy-making and decision-making roles.







Women around the world have developed collective community- and civil society-based solutions to address the impacts of tourism. Tourism affects women's lives in tourism destinations, whether or not they are tourism workers – it affects issues like sexual harassment, social issues like alcoholism and mental health, water and waste management, and the rising costs of living, rents and property prices. Unpaid care and domestic work limits women's participation in tourism, even when they are contributing family workers in tourism business.





There appears to be a strong correlation between gender-sensitive policies, on the one hand, and women's ability to thrive in areas like tourism employment, entrepreneurship and leadership, on the other. There is also a strong indication that a conducive legal environment for women's entrepreneurship, for example, not only leads to increased women's entrepreneurship, but that the increase is higher in the tourism sector than in the overall economy.

As shown in many of the case studies, gender inequalities are heightened when issues such as race, ethnicity and migration are taken into account, as migrant workers and women from marginalized socioeconomic groups often experience inequalities more sharply. These are important to take into account if the tourism sector is to contribute to the SDGs' commitment to 'leave no one behind'.

Based on these findings, this report offers the following recommendations for each thematic area.

Table 2.12: **Recommendations on gender equality and tourism's thematic areas**

Recommendation	Stakeholders	SDGs involved
<b>Thematic area: Employment</b>		
<p>Take concrete steps to ensure that tourism provides decent work for women, respecting the rights of women workers. This means that stakeholders should:</p> <ul style="list-style-type: none"> <li>– Reduce vulnerable employment for women, including all forms of vertical and/or horizontal gender segregation;</li> <li>– Work to eliminate the gender pay gap;</li> <li>– Facilitate women tourism workers' trade union membership and/or representation;</li> <li>– Respect ILO policies on maternity and care responsibilities, including by taking measures to provide or advocate for adequate childcare for tourism workers; and</li> <li>– Combat the sexual exploitation and harassment of women and girls in the tourism sector.</li> </ul>	<p>Private sector tourism employees</p> <p>Trade unions</p> <p>National tourism administrations</p>	 
<b>Thematic area: Entrepreneurship</b>		
<p>Facilitate a gender-sensitive macroeconomic environment to support women's tourism businesses so that women's entrepreneurship in tourism leads to women's economic empowerment. This means that stakeholders should:</p> <ul style="list-style-type: none"> <li>– Work to ensure that women's tourism businesses can become formalized if they wish to be, and contribute to women's financial inclusion;</li> <li>– Expand and diversify women's market access and fair trade for their tourism products and services, support women to expand and diversify their tourism products and services;</li> <li>– Create opportunities for the development and advancement of women's tourism businesses; and</li> <li>– Introduce measures to address childcare and unpaid care work for tourism entrepreneurs.</li> </ul>	<p>Ministry of Finance</p> <p>National tourism administrations</p> <p>Private sector companies in tourism supply chain</p>	 
<b>Thematic area: Education and training</b>		
<p>Ensure that women have access to quality tourism education and training, while guaranteeing that tourism education and training advances women's empowerment, and promote gender equality training across the tourism sector. This means that stakeholders should:</p> <ul style="list-style-type: none"> <li>– Develop public sector and private sector training programmes for women in tourism;</li> <li>– Promote women students and graduates in tourism studies and qualifications, including high-level training for career progression, alongside training in soft skills and networking; and</li> <li>– Provide gender equality training for tourism policy-makers, managers and employees.</li> </ul>	<p>Tourism education institutes</p> <p>National tourism administrations</p> <p>Tourism private sector</p>	 

Recommendation	Stakeholders	SDGs involved
<b>Thematic area: Leadership and decision-making</b>		
<p>Increase women’s representation and influence in decision-making spaces at all levels of the tourism sector. This means that stakeholders should:</p> <ul style="list-style-type: none"> <li>- Develop gender mainstreaming strategies in tourism at all levels of policy-making and ensure that these are institutionalized in the policy cycle;</li> <li>- Promote initiatives that facilitate women’s advancement in decision-making spaces in the tourism private sector, including on the boards of tourism companies and in public sector tourism bodies and agencies; and</li> <li>- Address issues of the gender pay gap, gender norms and care work that often hold women back from top-level positions.</li> </ul>	<p>National tourism administrations and tourism authorities at all levels</p> <p>Private sector</p> <p>National mechanisms for gender equality</p>	 
<b>Thematic area: Community and civil society</b>		
<p>Ensure that tourism supports women to address gender inequalities in homes and communities, particularly by supporting women’s civil society organizations in tourism communities and encouraging collective action. This means that stakeholders should:</p> <ul style="list-style-type: none"> <li>- Support women’s tourism networks, NGOs, and tourism cooperatives;</li> <li>- Facilitate women’s voices in community and household decision-making in tourism communities; and</li> <li>- Introduce policy frameworks and initiatives to promote the equal division of unpaid care work in tourism communities.</li> </ul>	<p>Civil society</p> <p>National tourism administrations</p> <p>Community organizations</p>	 

## Chapter 3: World regions

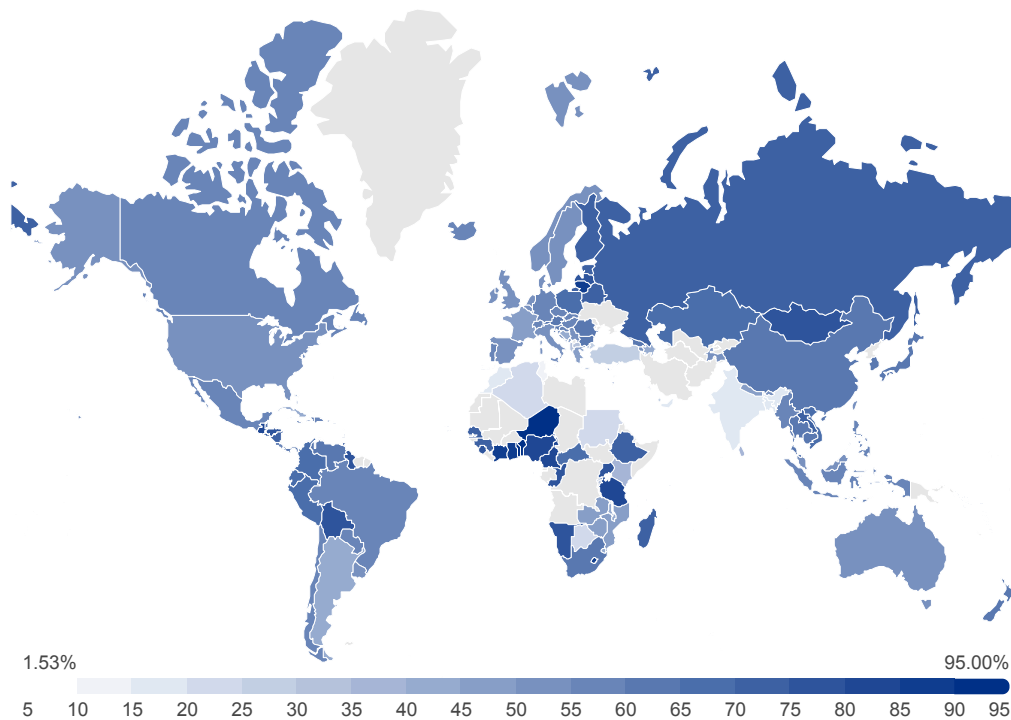




This chapter presents an in-depth focus on gender equality and tourism in four world regions: Africa, Asia and the Pacific, Europe, and Latin America and the Caribbean. As discussed, these four regions reflect the expanded scope of the second edition of the *Global Report on Women in Tourism*.

Figures 3.1 and 3.2 show women's participation in tourism employment and the gender pay gap in tourism worldwide. Women represent 54% of the tourism workforce worldwide and there is a clear gender gap in wages worldwide, with men earning more than women for equivalent work in tourism.

Figure 3.1: **Percentage of people employed in tourism that are women, 2018 (%)**

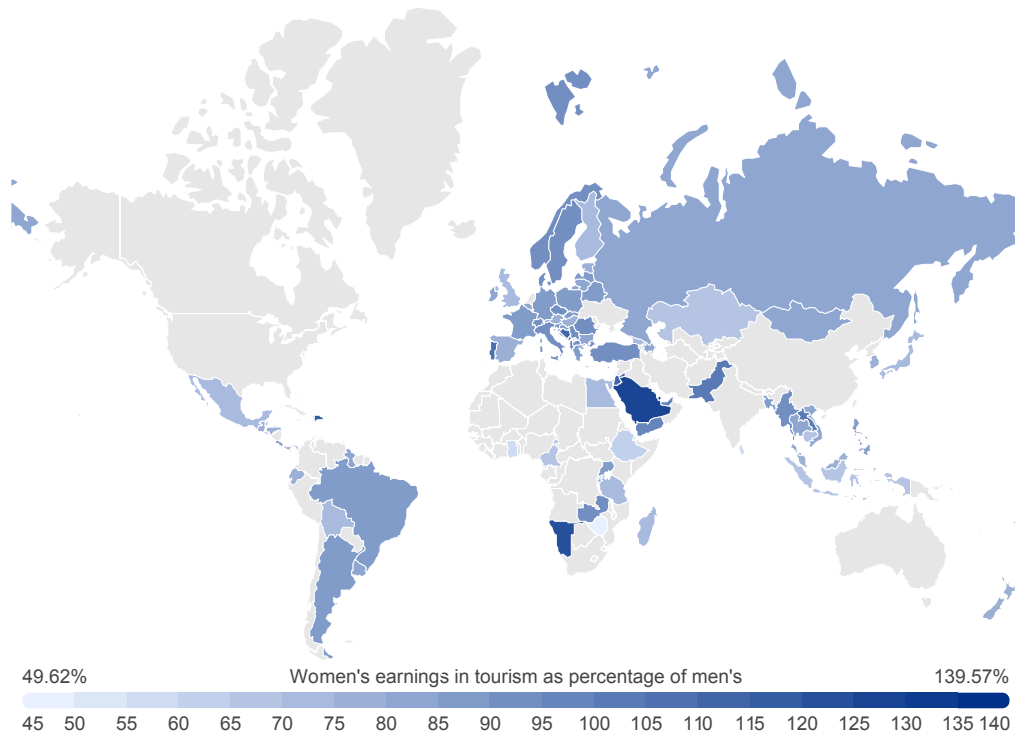


Note: Calculations based on ILOSTAT data on the proportion of female versus male employed and self-employed workers in 'accommodation and food services', using UNWTO regions for countries for which data is available. For further details of the methodology and country selection criteria see chapter 2.1.

Source: International Labour Organization ILOSTAT (2018b).



Figure 3.2: **Gender pay gap in tourism, 2018 (%)**



Note: Calculations based on ILOSTAT data on 'accommodation and food services' earnings by sex, using UNWTO regions for countries for which data is available.

Source: International Labour Organization ILOSTAT (2018b).

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From case study 4.7: Peak DMC by Intrepid Marrakech, Morocco, page 140

### 3.1 Africa

Africa's share of international tourism arrivals (4.7%) remains modest but promising, having reached 62 million in 2017 with total receipts of USD 38 billion (3% and USD 4 billion more since 2016). Africa's tourism is also partly driven by intra-regional tourism, with four out of ten visitors originating from the continent.<sup>1</sup>

In 2017, Africa's tourism sector grew by 7.9%, compared to 7.6% in 2016, rebounding from a drop of 3.1% in 2015. Strong tourism growth was witnessed in both North Africa (10%) and Sub-Saharan Africa (7%).<sup>2</sup>

The sector contributes about 9% to Africa's GDP, with country variations such as the Seychelles (62%), Cape Verde (43%) and Mauritius (27%) with higher shares of tourism contribution. Between 2011 and 2014, more than 21 million tourism jobs were generated in Africa, contributing 1 out of 14 persons employed, and 7.1% of total employment.<sup>3</sup>

1 United Nations Conference on Trade and Development (2017), *Economic Development in Africa Report 2017: Tourism for Transformative and Inclusive Growth*, UNCTAD, Geneva (online), available at: <https://unctad.org> (01-07-2019).

2 World Tourism Organization (2018), *World Tourism Barometer*, volume 16, issue 3, UNWTO, Madrid.

3 United Nations Conference on Trade and Development (2017), *Economic Development in Africa Report 2017: Tourism for Transformative and Inclusive Growth*, UNCTAD, Geneva (online), available at: <https://unctad.org> (01-07-2019).

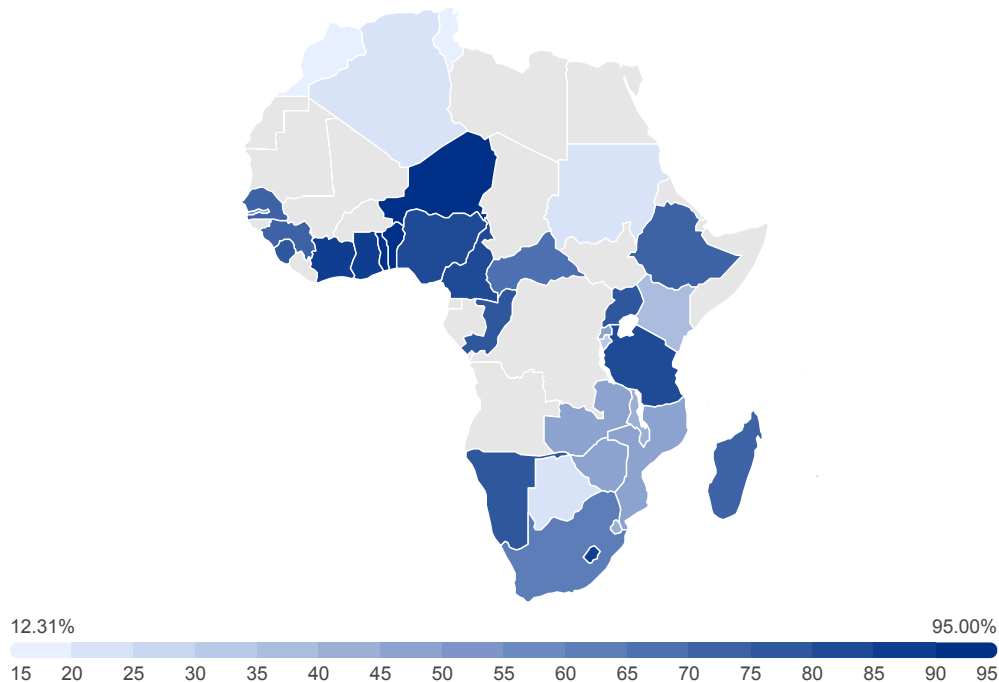


### 3.1.1 Findings and good practices in gender equality and tourism in Africa

#### Gender equality and tourism employment in Africa

In Africa, the percentage of women employed by tourism is 69%, using the accommodation and food services sector as a proxy for the 37 countries from the region that were selected for inclusion in this report.<sup>4</sup>

Figure 3.3: **Percentage of people employed in tourism that are women – Africa, 2018 (%)**



Note: Calculations based on the proportion of female versus male employed and self-employed workers in 'accommodation and food services' using UNWTO regions. For further details of the methodology, see chapter 2.1.

Source: International Labour Organization ILOSTAT (2018b).

While the rate of female employment is higher in Africa than the global average, in many aspects tourism employment in Africa reflects the global pattern, with tourism work divided along gender lines. Many African women may miss out on tourism opportunities due to the patriarchal system in several contexts, which limits women's mobility and free participation in the public sphere. Women often have to seek permission from their husbands to work in tourism to avoid negative backlash, including violence and community gossip. South Africa is one of the only countries to collect sex-disaggregated data on tourism employment in different tourism industries.<sup>5</sup> As shown in figure 3.4, women make up 60.47% of all workers in accommodation for tourists and 33.95% of travel agency

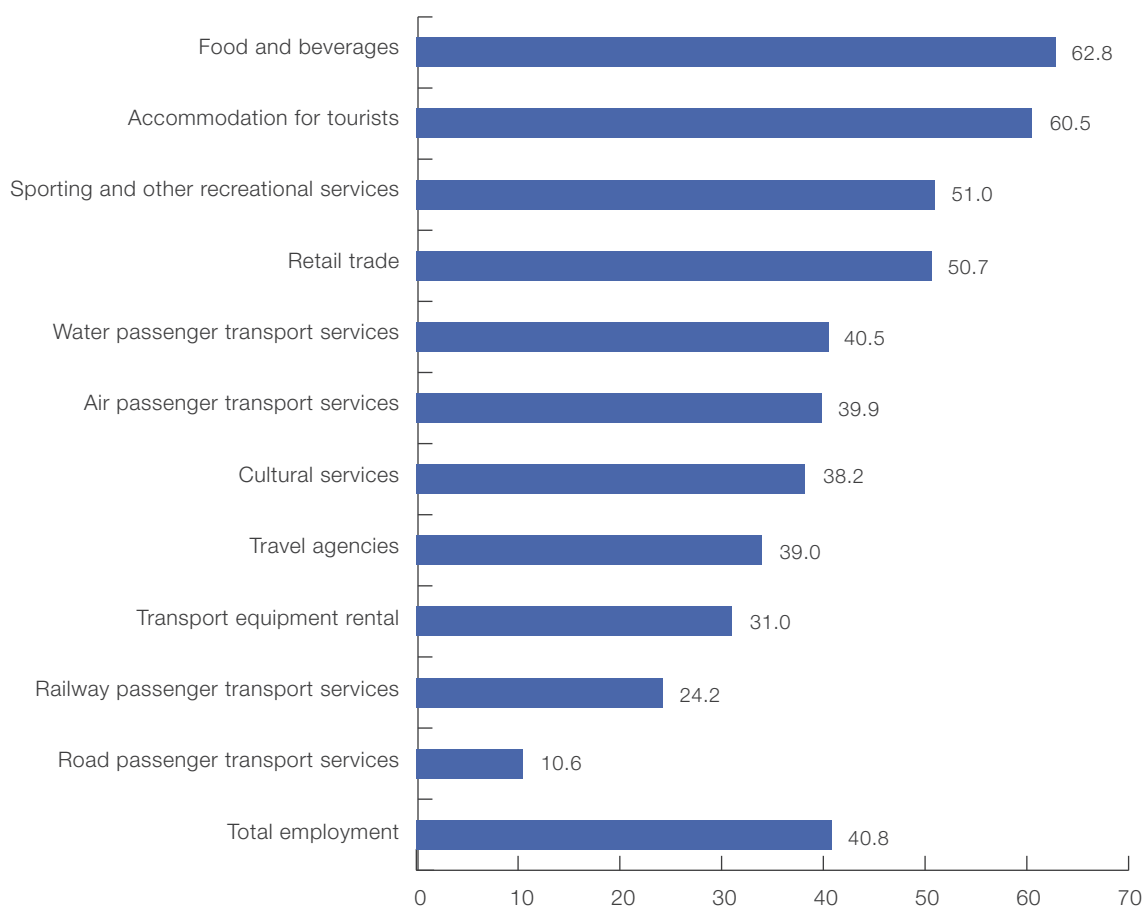
4 See annex 2 for full details of the countries included in the quantitative analysis of this report.

5 Parashar, S. (2014), 'Marginalized by race and place: A multilevel analysis of occupational sex segregation in post-apartheid South Africa', *International Journal of Sociology and Social Policy*, volume 34 (11/12), pp. 747–770;

Nomnga, V. J. (2017), 'Unlocking the Potential of Women Entrepreneurs in the Tourism and Hospitality Industry in the Eastern Cape Province, South Africa', *Journal of Economics and Behavioral Studies*, volume 9 (4), pp. 6–13.

employees in South Africa. Within the tourism sector, women are less likely to reach professional-level employment, leading to lower wages and fewer opportunities relative to men's.<sup>6</sup>

Figure 3.4: **Direct tourism employment in South Africa, 2017 (%)**



Statistics South Africa (2018), Tourism Satellite Account for South Africa, final 2015 and provisional 2016 and 2017. Pretoria: Statistics South Africa 2018, available at: [www.statssa.gov.za](http://www.statssa.gov.za) (01-07-2019).

The problem of sexual harassment is another serious concern for women in Africa. In Kenya, in some instances women were able to sell their goods, such as handicrafts, to hotels if they established romantic relationships with key hotel intermediaries.<sup>7</sup> Many African women are also less likely to have formal contracts. This informality causes job insecurity and makes women vulnerable to poor working conditions. In Tanzania, 38% of men and 39% of women tourism and hospitality workers have no written contracts, while in Mozambique, this is true for 50% and 46% of men and women, respectively.<sup>8</sup>

6 Tshabalala, S. P. and Ezeuduji, I. O (2016), 'Women Tourism Entrepreneurs in KwaZulu-Natal, South Africa: Any Way Forward?', *Acta Universitatis Danubius Economica*, volume 12 (5), 19–32.

7 Staritz, C. and Reis, J. G. (2013), *Global value chains, economic upgrading, and gender: case studies of the horticulture, tourism, and call center industries*, World Bank, Washington, D.C. (online), available at: <http://documents.worldbank.org> (01-07-2019).

8 International Labour Organization (2011), *Toolkit on poverty reduction through tourism in rural areas*, ILO, Geneva (online), available at: [www.ilo.org](http://www.ilo.org) (01-07-2019).

## Gender and entrepreneurship in African tourism

In Africa, many women tourism entrepreneurs either work as individuals, in partnership with their spouses or collectively with other women. As entrepreneurs, women often work as artisans, retail vendors or may support family businesses, usually with little or no pay. As tourism entrepreneurs, women are increasingly becoming employers. However, women in many African countries are still constrained by limited financial access to start-up capital and a lack of key resources, like land, that works as collateral to acquire loans.<sup>9</sup> Women's entrepreneurship is also held back by:

- their care roles, time poverty and domestic responsibilities;<sup>10</sup>
- lack of access to education and training;
- mobility constraints; and
- social perceptions of men as the risk takers adept at succeeding at business.<sup>11</sup>

*Time poverty* has been defined as a situation where individuals lack enough discretionary time after engaging in necessary activities like sleep, as well as paid and unpaid work.<sup>12</sup> It is argued that, while each person has 24 hours in a day, some individuals have more control and flexibility over their time than others rendering them “time poor”.<sup>13</sup>

Ethnicity, race and nationality intersect with gender in ways that can limit women's entrepreneurial opportunities. Black women in South Africa were the least likely (of all groups) to be employed in male-dominated occupations across all sectors.<sup>14</sup> Black women in tourism businesses face a double challenge of racial and gender discrimination that affect their businesses. Certain types of businesses, such as transport, tour operation and wildlife safaris, are perceived to be unsuitable for women.<sup>15</sup> In Kenya, most tour companies are dominated by men and run as family businesses. The most successful businesses are owned and managed by Caucasian and Asian Kenyans.<sup>16</sup> Overall in

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9 Staritz, C. and Reis, J. G. (2013), *Global value chains, economic upgrading, and gender: case studies of the horticulture, tourism, and call center industries*, World Bank, Washington, D.C. (online), available at: <http://documents.worldbank.org> (01-07-2019).

10 As discussed throughout this report, women perform a disproportionate amount of unpaid ‘care’ work – such as caring for children, the elderly, and the ill; household chores related to food production, and fuel and water collection. These activities are highly time consuming, resulting in ‘time poverty’ for women. For more information, see: [www.adaptation-undp.org/Impact2/topics/time.html](http://www.adaptation-undp.org/Impact2/topics/time.html)

11 United Nations Conference on Trade and Development (2017), *Economic Development in Africa Report 2017: Tourism for Transformative and Inclusive Growth*, UNCTAD, Geneva (online), available at: <https://unctad.org> (01-07-2019); Nomnga, V. J. (2017), ‘Unlocking the Potential of Women Entrepreneurs in the Tourism and Hospitality Industry in the Eastern Cape Province, South Africa’, *Journal of Economics and Behavioral Studies*, volume 9 (4), pp. 6–13; Tshabalala, S. P. and Ezeuduji, I. O (2016),

Tshabalala, S. P. and Ezeuduji, I. O (2016), ‘Women Tourism Entrepreneurs in KwaZulu-Natal, South Africa: Any Way Forward?’, *Acta Universitatis Danubius Economica*, volume 12 (5), 19–32.; Staritz, C. and Reis, J. G. (2013), *Global value chains, economic upgrading, and gender: case studies of the horticulture, tourism, and call center industries*, World Bank, Washington, D.C. (online), available at: <http://documents.worldbank.org> (01-07-2019).

12 Kalenkoski, C. M. and Hamrick, K. S. (2014). ‘Time Poverty Thresholds in the USA’, in: Michalos, A. C. (ed.), *Encyclopedia of Quality of Life and Well-Being Research*, Springer, Dordrecht.

13 Ibid.

14 Parashar, S. (2014), ‘Marginalized by race and place: A multilevel analysis of occupational sex segregation in post-apartheid South Africa’, *International Journal of Sociology and Social Policy*, volume 34 (11/12), pp. 747–770.

15 Ibid.

16 Staritz, C. and Reis, J. G. (2013), *Global value chains, economic upgrading, and gender: case studies of the horticulture, tourism, and call center industries*, World Bank, Washington, D.C. (online), available at: <http://documents.worldbank.org> (01-07-2019).

Africa, tourism businesses tend to be male-dominated, with men occupying executive management positions, while women are relegated to supporting roles that are often unpaid.<sup>17</sup>

Such labour patterns can prevent women from gaining the experience needed for career growth. It also means that their labour contributions are invisible and undervalued (or unvalued entirely), while keeping women economically dependent on male relatives. With such challenges spanning other African countries, it is not surprising to note that 70% of women surveyed in KwaZulu-Natal, South Africa, were either unsure or felt they did not have enough capacity to run tourism businesses.<sup>18</sup> This is similar to the findings of the case study below, which highlights how women's lack of self-confidence can be addressed. As described by Bridget Adongo, the Programme Director of the Sirigu Women's Organisation for Pottery and Art (SWOPA) in Ghana:

"[SWOPA members] have had great benefits. Before, they were timid with little confidence in themselves but now they discuss freely with their male counterparts. [Women] are now able to have a voice in the community. They talk and make decisions valuable to their lives. Women also take care of the basic needs like education and health at the family level."

### Case study 3.1 on women in tourism – Africa:

#### Sirigu Women's Organisation of Pottery and Art (SWOPA), Ghana

Sirigu Women's Organisation for Pottery and Art (SWOPA) is a local NGO that aims to raise the living standards of women and their families in the Upper East Region of Ghana. It was founded in 1997 by Melanie Kasise, daughter of a Sirigu woman who used her skills in pottery to pay for her daughter's education. Approximately 400 local women are now members of SWOPA, all of whom were trained for free by the organization in arts and crafts. They include elderly women, widows and women with disabilities. The organization conducts market research and capacity building to ensure the sustainability businesses.

The area in which the organization is based faces high poverty and unemployment rates; and SWOPA tries to secure women's financial stability. SWOPA provides space for members to sell their products and receive training to develop their skills in pottery, basket-making and canvas painting.<sup>a</sup> The organization has eleven employees, seven of whom are women, and it has been recognized by the European Union with an award.<sup>b</sup>

One of the key successes in terms of gender equality and women's empowerment have been the improvements in women's confidence and enhanced freedom to freely discuss important decisions with male counterparts, and women being able to have a voice in the community. Women are now able to make decisions valuable to their lives. Women members have also benefitted by learning how to save for the future through village savings and loans groups run by the women themselves that lend out the savings at a 10–15% interest rate. Because of their income opportunities, women are now seen positively by other community members as *money women* and good financial managers.

Challenges include marketing for the products produced by SWOPA. In addition, women's multiple workloads at domestic and community level sometimes make them miss out on trainings and meetings. While men were not initially supportive, the benefits of the



17 United Nations Conference on Trade and Development (2017), *Economic Development in Africa Report 2017: Tourism for Transformative and Inclusive Growth*, UNCTAD, Geneva (online), available at: <https://unctad.org> (01-07-2019).

18 Tshabalala, S. P. and Ezeuduji, I. O (2016), 'Women Tourism Entrepreneurs in KwaZulu-Natal, South Africa: Any Way Forward?', *Acta Universitatis Danubius Economica*, volume 12 (5), 19–32.

initiative are gradually changing their minds. The initiative also brought men on board to enable them to understand the value of empowering women – an approach that has worked in women's favour.

### Lessons learned

SWOPA's experience reflects the power of women's organizations in advancing women's empowerment through, and alongside, cultural heritage. It underscores the success of initiatives to boost women's financial stability by using training to hone their skills, supporting savings and offering avenues for selling handicrafts. Focussing on building women's self-confidence has the knock-on effect of promoting their voice in the community. The case study also points to the importance of start-up capital, through loans and grants, after training so that women can apply the skills that they have acquired.

a) For more information, see: [www.swopa.org/Pages/about\\_us.html](http://www.swopa.org/Pages/about_us.html).

b) For more information, see: <http://ghananewsagency.org/economics/eu-awards-sirigu-women-organisation-for-pottery-90326> (01-07-2019).

## Gender, tourism education and training in Africa

Women's education and training is necessary for securing decent work in tourism. However, quality tourism training is generally lacking in Africa compared to other regions. Most African countries have skills deficits for employment at the tourism entry-level, the public sector, and small and medium-sized enterprise (SME) management and executive management.<sup>19</sup> Successful training programmes in Sub-Saharan Africa include the Institute of Travel and Tourism of the Gambia (ITTOG) and Sun International's Training Centre in South Africa. However, available training opportunities may not be within the reach of many African women and girls because of costs and other social constraints, such as early marriages. The overall prevalence of early and child marriage in Africa is higher than the global average, with levels highest in West and Central Africa<sup>20</sup> – where it is estimated that four out of ten women aged 20 to 24 were married before age 18.<sup>21</sup> Research has estimated that each year of early marriage in Africa reduces the probability of secondary school completion by 6.5 percentage points.<sup>22</sup>

## Gender and leadership in African tourism

Although there are relatively many women in high-level leadership and management positions in the tourism sector in Africa compared to other sectors, there are still fewer women than men in these positions. Some 29% of senior management positions in private transportation, logistics and the tourism sector in Africa are held by women, while only 17% of women occupy board positions. Only 31% of CEOs in African companies surveyed saw gender as a top strategic priority, while 25% did

19 Christie, I.; Fernandes, E.; Messerli, H. and Twining-Ward, L. (2014), *Tourism in Africa: Harnessing Tourism for Growth and Improved Livelihoods*, World Bank, Washington, D.C. (online), available at: [www.worldbank.org](http://www.worldbank.org) (01-07-2019).

20 Centre for Human Rights, African Commission on Human and Peoples' Rights and African Commission Special Rapporteur on Rights of Women (2018), *A Report on Child Marriage in Africa*, Centre for Human Rights, Pretoria (online), available at: [www.chr.up.ac.za/images/publications/centrepublishments/documents/child\\_marriage\\_report.pdf](http://www.chr.up.ac.za/images/publications/centrepublishments/documents/child_marriage_report.pdf) (01-07-2019).

21 United Nations Children's Fund (2015), *A Profile of Child Marriage in Africa*, UNICEF, New York (online), available at: <http://data.unicef.org> (01-07-2019).

22 Nguyen, M. C. and Q. Wodon, (2012), 'Estimating the Impact of Child Marriage on Literacy and Education Attainment in Africa', World Bank, Washington, D.C.

not perceive it as a priority, implying slow progress in promoting gender equality among African companies.<sup>23</sup>

In countries that are members of the Southern African Development Community (SADC), cultural biases, anti-social working hours, general negative societal perception of tourism work, work-life balance challenges, a lack of mentors or role models constrain women's opportunities to reach executive management positions.<sup>24</sup> Negative attitudes towards women's leadership, gender biases during on-the-job evaluation and criticism for failure further restrain many African women from seeking tourism leadership. As a common gender stereotype in many African societies, women in SADC countries are expected to direct their energy and attention to childcare, rather than career growth, to fit within cultural expectations.<sup>25</sup>

## Gender, community and tourism in Africa

Despite the emerging tourism opportunities in Africa, women still face various constraints to meaningfully participate in and benefit from tourism. Power relations in many contexts continue to limit African women's opportunities, especially in the areas of mobility, work perceptions and stereotypes, access to resources and decision-making power.<sup>26</sup> Nevertheless, as case study 3.1 shows, there are strong examples of women organizing at the local level to support women's empowerment through community-based tourism.

## Gender in Africa's tourism policy frameworks and initiatives

Several tourism policy frameworks and initiatives in Africa recognize the role of women in tourism, such as the African Union's Agenda 2063 and its Tourism Action Plan;<sup>27</sup> the 2012 Protocol on Tourism of the Southern African Development Community (SADC); the Sustainable Tourism Development Strategy of the Common Market for Eastern and Southern Africa (COMESA); and the Sustainable Tourism Master Plan 2013–2023 of the Intergovernmental Authority on Development (IGAD)<sup>28</sup>.

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23 Moodley, L.; Holt, T., Leke, A. and Desvaux, G. (2016), *Women Matter: Africa*, New York, McKinsey & Company (online), available at: [www.mckinsey.com](http://www.mckinsey.com) (01-07-2019).

24 Nyaruwata, S. and Nyaruwata, L. T. (2013), 'Gender Equity and Executive Management in Tourism: Challenges in the Southern African Development Community (SADC) Region', *African Journal of Business Management*, volume 7 (21), pp. 2059–2070.

25 Ibid.

26 Staritz, C. and Reis, J. G. (2013), *Global value chains, economic upgrading, and gender: case studies of the horticulture, tourism, and call center industries*, World Bank, Washington, D.C. (online), available at: <http://documents.worldbank.org> (01-07-2019); United Nations Conference on Trade and Development (2017), *Economic Development in Africa Report 2017: Tourism for Transformative and Inclusive Growth*, UNCTAD, Geneva (online), available at: <https://unctad.org> (01-07-2019); Nomnga, V. J. (2017), 'Unlocking the Potential of Women Entrepreneurs in the Tourism and Hospitality Industry in the Eastern Cape Province, South Africa', *Journal of Economics and Behavioral Studies*, volume 9 (4), pp. 6–13; Tshabalala, S. P. and Ezeuduji, I. O (2016), 'Women Tourism Entrepreneurs in KwaZulu-Natal, South Africa: Any Way Forward?', *Acta Universitatis Danubius Economica*, volume 12 (5), pp. 19–32; Nyaruwata, S. and Nyaruwata, L. T. (2013), 'Gender Equity and Executive Management in Tourism: Challenges in the Southern African Development Community (SADC) Region', *African Journal of Business Management*, volume 7 (21), pp. 2059–2070.

27 For more information, see: <http://au.int/en/agenda2063>.

28 For more information, see: [www.uneca.org/publications/sustainable-tourism-master-plan-inter-governmental-authority-development-igad-region](http://www.uneca.org/publications/sustainable-tourism-master-plan-inter-governmental-authority-development-igad-region).

Several countries' national development strategies and plans stress the importance of gender equality. The Gambia, Rwanda, Uganda and Zimbabwe are countries where inclusive tourism strategies have been implemented.<sup>29</sup> South Africa, Botswana, Namibia, Zimbabwe and Uganda have national gender policies that call for gender mainstreaming across all development sectors. South Africa has initiated women-friendly initiatives<sup>30</sup> such as the Broad-based Black Economic Programme (B-BBEE) which has put in place targets that are geared towards women, particularly, ownership and control of tourism enterprises, skills development and supplier development. Kenya's National Tourism Strategy<sup>31</sup> seeks to support women's tourism initiatives and protect their rights at work. Its third broad objective targets women and youth: "encourage local/women/youth involvement and management of travel and tourism facilities and services". Such an institutional framework sets a firm foundation for women's participation in tourism.

### Case study 3.2 on women in tourism – Africa:

### Uganda Hotel Owners Association (UHOA)

The Uganda Hotel Owners' Association (UHOA) is a trade and lobbying organization that includes almost all of the nation's hotels, lodges and camps among its 512 members. One of the association's key successes in gender equality is affirmative action to enable capable women to climb the leadership ladder of the organization. Successes include having more women board members and in top management positions. The association currently has its first female CEO, five out of 15 board members are women (the highest number to have been registered), and a woman is Chairperson of the Board.

The association also has an HIV policy to strengthen HIV and AIDS workplace responses that protect hotel workers against sexual harassment, stigma and discrimination. Women make up the majority of the tourism workforce and represent more than 80% of workers living with HIV in the hotel industry.<sup>a</sup> HIV/AIDS vulnerability in hotels and tourism is associated with:

- Mobility and migration;
- Poor terms and conditions of work;
- Gender inequality;
- Lack of comprehensive knowledge about HIV/AIDS;
- Stigma and discrimination; and
- High proximity for personal interaction and socialization.

A Resource Guide<sup>b</sup> was published, and ILO, the Federation of Uganda Employers and the Uganda Hotels Owners' Association conducted workshops for 1,000 hotel managers and supervisors on ensuring a gender-sensitive HIV/AIDS response in their tourism businesses.



29 World Tourism Organization (2015), *Tourism in Africa: A Tool for Development*, volume. 4, UNWTO, Madrid.

30 SADC Tourism Report (2015), *Women in Tourism: Creating opportunities for inclusive development and social transformation*, Retosa Women in Tourism Conference, Lilongwe, Malawi (22-25 November 2015).

31 Ministry of East Africa, Commerce and Tourism (2013), *National Tourism Strategy 2013-2018*, Government of Kenya, Nairobi.

Another contribution has been lobbying for a minimum wage that would address the vulnerability of women and men at their workplaces. Collective bargaining agreements have been signed with trade unions and all member hotels subscribe to these. For instance, if an employee works for six months, they automatically become permanent staff. Hotels are complying with these agreements and women, representing the majority of workers, are beginning to experience better working conditions.

### Lessons learned

The experience of the Uganda Hotel Owners Association demonstrates the important role that private sector associations can play through affirmative action to support women leaders and women's career progression. It also sheds light on their key role in lobbying for minimum wage, bolstering collective bargaining agreements and working for an effective response to HIV/AIDS. The case study highlights the importance of mentorship and role models, alongside the benefits of exposing women to new places and ways of working.

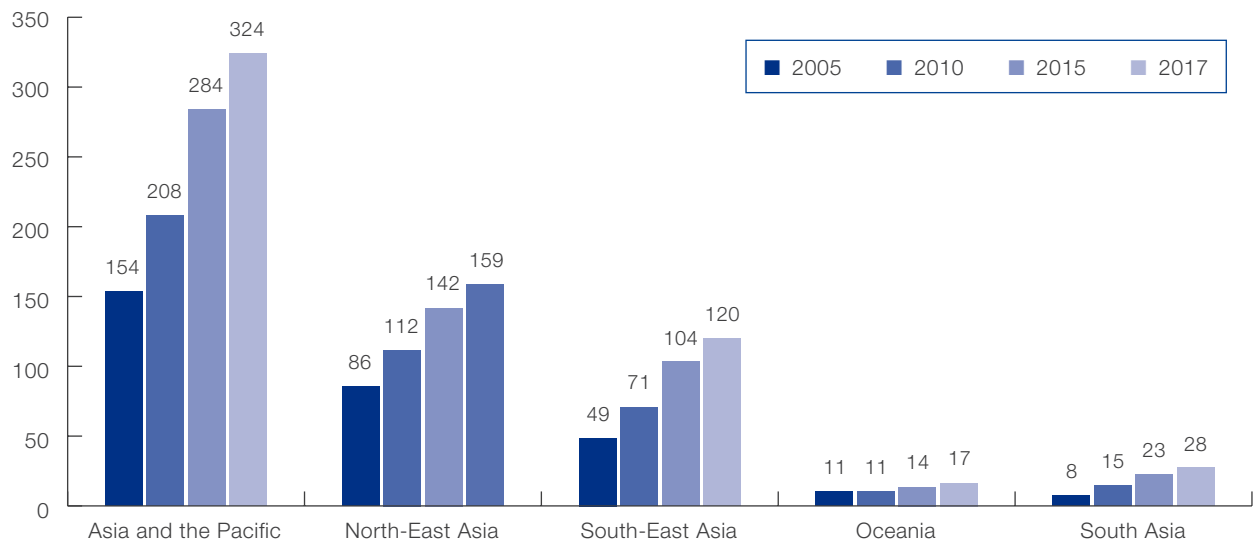
- a) Ministry of Finance, Planning and Economic Development and the United Nations Development Programme (2008), *Assessing the Macro-Economic impact of HIV/Aids in Uganda*, Government of Uganda, Kampala.
- b) International Labour Organization (2016), *Making HIV and AIDS prevention at work part of the hotel and tourism business*, ILO, Kampala (online), available at: [www.ilo.org](http://www.ilo.org) (01-07-2019).



## 3.2 Asia and the Pacific

In terms of inbound tourism, Asia and the Pacific is the second most visited region in the world after Europe, making tourism a major sector in the region.

Figure 3.5: **International arrivals in Asia and the Pacific, 2005–2017 (million)**



Statistics World Tourism Organization and Global Tourism Economy Research Centre (2017), *UNWTO/GTERC Annual Report on Asia Tourism Trends*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284419111>.

Gender inequalities in Asia affect women's experiences of tourism. These inequalities vary across cultures and traditions, and are often perpetuated by restrictive gender norms and gender roles – that is, the social norms that dictate what is considered *appropriate* for women and men. For example, the Five Duties of Women (Panca Dharma Wanita) in Balinese Hinduism dictates that women must be:

1. Loyal companions to their husbands;
2. Manage the household;
3. Educate their children;
4. Earn a supplementary (rather than the main) income; and
5. Useful members of the community.<sup>32</sup>

In Lao People's Democratic Republic, the belief in and practice of *lieng phi* (ancestral sacrifice) can prevent women from going to school. This leaves them marginalized in the tourism workforce.<sup>33</sup> Women are confined to roles like massage providers – a key tourist attraction in the country. While wages for tour guides (who are normally men) have increased, massage fees have not risen.

<sup>32</sup> Suryakusuma, J. (1991), 'State Ibuism: The Social Construction of Womanhood in the Indonesian New Order', *New Asian Vision*, volume 6, pp. 46–71.

<sup>33</sup> Phommavong, S., Sorensson, E. (2014). 'Ethnic tourism in Lao PDR: Gendered divisions of labour in community-based tourism for poverty reduction', *Current Issues in Tourism*, volume 17 (4), pp. 350–362.

Cultural traditions, which prescribe traditional gender roles in the home and workplace, combine with workplace cultures and expectations in tourism that disadvantage women who aspire to a reasonable balance between work and family (child and elder) care responsibilities.<sup>34</sup> This underpins many of the other constraints women in tourism face. Given that it is considered disrespectful by many societies to challenge these traditional values, women in Asia would benefit from seeing successful Asian role models as the norm rather than the exception. As such role models have become more visible, tourism has had a liberating effect for Asian women working in the sector. However, the combination of traditional values and neo-colonial<sup>35</sup> power structures underpinning the tourism sector are still a reality for women in Asia.

**Box 3.1: Overview of tourism in Asia and the Pacific**

- In 2017, three countries in the Asia and the Pacific region were among the world's top spenders on outbound tourism: China is at the top with USD 258 billion spent on international tourism, while Australia and the Republic of Korea were the 6th and 9th largest spenders respectively.
- Asia and the Pacific recorded 323.7 million international arrivals in 2017 (nearly a quarter of the world's total), and accounted for 30% of the world's international tourism receipts.
- These international arrivals correspond to a 6% growth and follow an 8% increase from the previous year. Asia enjoyed stable intraregional demand, led by outbound travel from China, the Republic of Korea and Australia.<sup>a</sup>
- In North-East Asia notably Japan, the Republic of Korea and Australia have historically been top performers, as this sub-region has strong infrastructure and more resources for marketing.
- South-East Asia falls behind in infrastructure and seems to have prioritized nature over cultural tourism offerings. Singapore, Malaysia and Thailand have remained consistent in increased arrivals, while India stands for the most improved growth in international arrivals. Emerging countries include Indonesia and Viet Nam.<sup>b</sup>
- Tourism directly supported 47.9 million jobs in Asia and the Pacific (2.8% of total employment) in 2015 and is expected to provide 59.3 million jobs by 2026. If jobs indirectly supported by tourism are considered, the sector represented 292 million jobs. Some 159.2 million of these are in Asia and the Pacific, far higher than any other region, with the Americas being the next closest region, with 42.7 million.<sup>c</sup>

a) World Tourism Organization and Global Tourism Economy Research Centre (2017), *UNWTO/GTERC Annual Report on Asia Tourism Trends*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284419111>.

b) World Economic Forum (2017), *Travel and Tourism Competitiveness Report 2017: Asia Pacific Results*, WEF, Cologny.

c) World Tourism Organization and Global Tourism Economy Research Centre (2017), *UNWTO/GTERC Annual Report on Asia Tourism Trends*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284419111>.

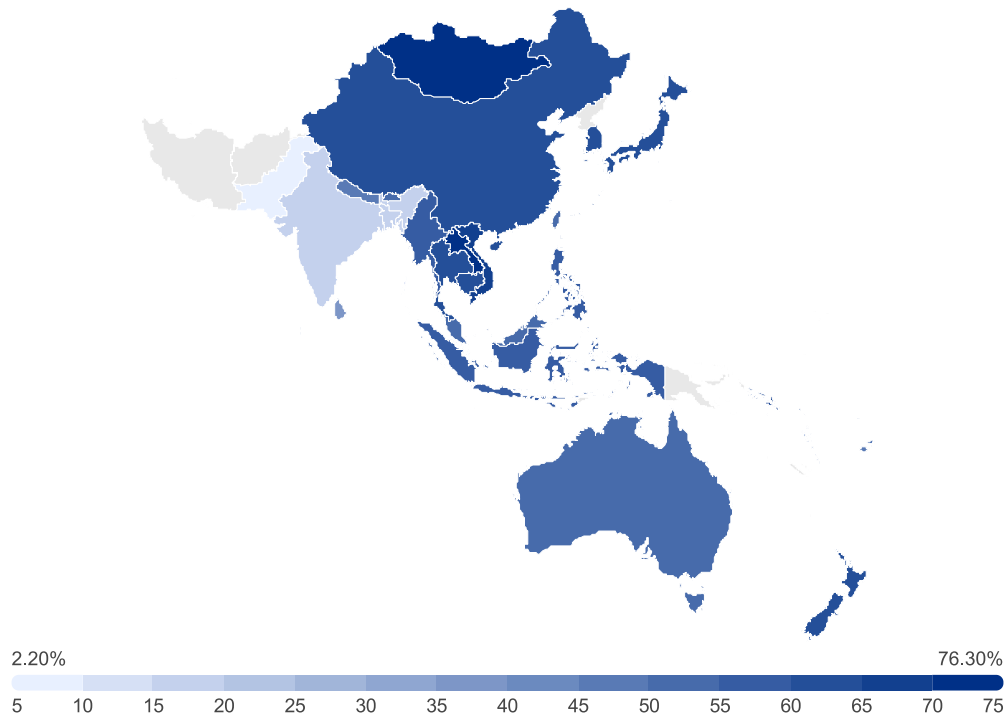
34 Baum, T. and Cheung, C. (2015), *Women in Tourism & Hospitality: Unlocking the Potential in the Talent Pool*, Hospitality Industry Pipeline Coalition/Diageo, London (online), available at: [www.diageo.com/pr1346/aws/media/1269/women\\_in\\_hospitality\\_\\_\\_tourism\\_white\\_paper.pdf](http://www.diageo.com/pr1346/aws/media/1269/women_in_hospitality___tourism_white_paper.pdf) (01-07-2019).

35 Neocolonialism denotes "the control of less-developed countries by developed countries through indirect means." The term is "widely used to refer to a form of global power in which transnational corporations and global and multilateral institutions combine to perpetuate colonial forms of exploitation of developing countries. Neocolonialism has been broadly theorized as a further development of capitalism that enables capitalist powers (both nations and corporations) to dominate subject nations through the operations of international capitalism rather than by means of direct rule." For more information, see: <https://www.britannica.com/topic/neocolonialism>

### 3.2.1 Findings and good practices in gender equality and tourism in Asia and the Pacific

#### Gender equality and tourism employment in Asia and the Pacific

Figure 3.6: **Percentage of people employed in tourism that are women – Asia and the Pacific, 2018 (%)**



Note: Calculations based on ILOSTAT data on the proportion of female versus male employed and self-employed workers in 'accommodation and food services' using UNWTO regions. For further details of the methodology see chapter 2.1.

Source: International Labour Organization ILOSTAT (2018b).

This report finds that on average 53% of persons employed in tourism in Asia and the Pacific are women, using the accommodation and food services sector as a proxy for the 29 countries from the region that were selected for inclusion in this report.<sup>36</sup>

Unlike the other regions featured in this report, research and data on gender and tourism are scarce in Asia and the Pacific. This section aims to collate all available information and draw preliminary analysis. Moreover, due to the diversity of the region and its various sub-regions, it is very difficult to make generalized statements regarding gender and tourism. As such, the analysis below draws on the limited information to provide a selection of case studies and examples. However, broader statements and analysis about the region cannot be made at this stage. A key finding here is the need to promote gender equality in tourism as a serious and substantive issue in Asia and the Pacific.

<sup>36</sup> See annex 2 for full details of the countries included in the quantitative analysis of this report.

An Asia-Pacific Economic Cooperation (APEC) report on developing tourism workforce<sup>37</sup> surveyed 335 tourism stakeholders from 21 countries in the Asia and the Pacific region. It highlights that women represent more than half of the tourism workforce in the region. It also notes that women and youth in Asia and the Pacific are over-represented in lower-paid tourism positions and positions with poorer working conditions, and that they are likely to suffer harassment and violence. Some of the report's respondents view tourism as a 'woman-only' domain, with limited opportunities for men's employment. Some 19% indicated that it was uncommon to find women in management. On the other hand, only 1% of respondents indicated that it was uncommon to find women in clerical/administration or customer service roles.<sup>38</sup>

### Snapshot 3.1 on women in tourism – Asia and the Pacific: **Nepal**

"In Nepalese tourism, the majority of women's work is concentrated in seasonal, part-time, low-skilled and low-paid activities such as retail, hospitality and cleaning, where they work as maids, cleaners, cooks, masseuses, or even street vendors."<sup>a</sup>

More recently, it has been revealed that tourism work in Nepal has been transferred to women's domain, but this is all limited to the stereotypical roles of women in patriarchal societies – women are in charge of providing accommodation and food, performing cultural shows, operating handicraft shops and running tea-houses. Even a homestay programme set up by seven women in Barpak has an advisory board that consists of an exclusively all-male panel.

a) Acharya, B.P., Halpenny, E.A. (2013), 'Homestays as an alternative tourism product for sustainable community development: A case study of women-managed tourism product in rural Nepal', *Tourism Planning & Development*, volume 10 (4), pp. 267–387.

## Gender equality and tourism entrepreneurship in Asia and the Pacific

It is more common to find women in self-employment roles in developing economies in Asia and the Pacific than in developed economies, according to 63% of APEC respondents.<sup>39</sup> This supports research showing the increased role women play in business and society, especially in developing countries.<sup>40</sup> The report also highlighted that tourism can provide flexibility for working mothers and can offer a path to operating their own business.<sup>41</sup>

37 Garofano, N. et al. (2017), *Developing the tourism workforce of the future in the APEC Region*, APEC, Canberra (online), available at: [www.apec.org](http://www.apec.org) (01-07-2019).

38 Garofano, N. et al. (2017), *Developing the tourism workforce of the future in the APEC Region*, APEC, Canberra (online), available at: [www.apec.org](http://www.apec.org) (01-07-2019).

This report contains a section on women in tourism but its contents are derived from a literature review, rather than from primary data. As a result, much of its content is not Asia-specific.

39 Ibid.

40 Ramadani, V., Gerguri-Rashiti, S., and Fayolle, A. (eds.) (2015), *Female entrepreneurship in transition economies: Trends and challenges*, Palgrave Macmillan, Hampshire.

41 Garofano, N. et al.(2017).



From case study 4.3: Self-Employed Women's Association (SEWA), India, and Airbnb, United States of America, page 132

#### Snapshot 3.2 on women in tourism – Asia and the Pacific:

#### Gender roles and tourism in Bali, Indonesia

In Bali, Indonesia, women felt that their activities in tourism reinforced their gender roles, resulting in their lack of empowerment.<sup>a</sup> This finding is disturbing considering that the situation has not changed since 1998, when it was found that Balinese women were not empowered despite having gained entrepreneurial success.<sup>b</sup> The latest study on Balinese women shows that their roles as mothers, wives and homemakers are prioritized over their role as entrepreneurs and business women, and are therefore only expected to provide supplementary income. This trivializes their economic endeavours and ambitions.<sup>c</sup>

- a) Al Mazroei, L. and Lynch, P. (2014), 'The experiences and meaning of empowerment for Omani women in tourism entrepreneurship', Paper presented at the XVIII ISA world congress of sociology, Yokohama, Japan.
- b) Bras, K. and Dahles, H. (1998), 'Women entrepreneurs and beach tourism in Sanur, Bali: Gender, employment opportunities, and government policy', *Pacific Tourism Review*, volume 1, pp. 243–256.
- c) Tajeddini, K.; Ratten, V. and Denisa, M. (2017), 'Female tourism entrepreneurs in Bali, Indonesia', *Journal of Hospitality and Tourism Management*, volume 31, pp. 52–58.

To date, gender equality issues have not been a priority topic for many tourism events, conferences or policies in Asia and the Pacific. The focus of tourism for Asia has been heavily weighted towards the economy and technology. Women's issues are embedded, for example, in entrepreneurship and enterprises, and the adoption of e-commerce. In addition, although women's issues are included in these agendas, they do not necessarily focus on tourism. This explains the lack of data and research on gender and tourism in the region – it has not been a priority area for key institutions.

In 2017, Mie Prefecture in Japan hosted the Women in Tourism Symposium in conjunction with the International Year of Sustainable Tourism (IY2017). The symposium was jointly organized with the Japan Tourism Board, assisted by the Japan Travel Bureau, a private consulting firm. The symposium was attended by over 100 participants and featured women leaders in tourism, namely an Ama-diver (women who free-dive for seafood), an ecotourism guide, a Japanese sake brewer and an executive chef who worked at the 2016 G7 Summit. The symposium also took participants on technical tours and included site visits to the women's tourism workplaces. It should be highlighted that it is not common for Japanese women to break into these male-dominated occupational categories, and there is currently no policy in Japan on gender equality. In the *Global Gender Gap Index 2017*, Japan was ranked 114 of 144 countries, down from 111 the previous year.

Mie is also home to Ishigami-san shrine, where women from all over Japan go to be granted one wish by the goddess, Ishigami. Traditional Japanese spirituality believes that female power is linked to the approval of the gods, who in this case, is a woman. This may have influenced the fact that Mie has more women in leadership than other cities and have had smaller quarterly seminars prior to the symposium, on various topics related to women's leadership development. The Mayor of Mie is committed to gender equality. Compared to other parts of Japan, men in Mie are more tolerant and to a certain extent supportive of women's leadership in workplaces. Despite this, however, when women are given the opportunities to lead, they are afraid of taking it up, because careers in tourism challenge traditional gender stereotypes in Japan. Women themselves are often not confident that they can maintain a work-family balance should they have careers. The symposium itself was a success because it showcased women who are successful in making prominent hospitality and tourism careers for themselves.

### Lessons learned

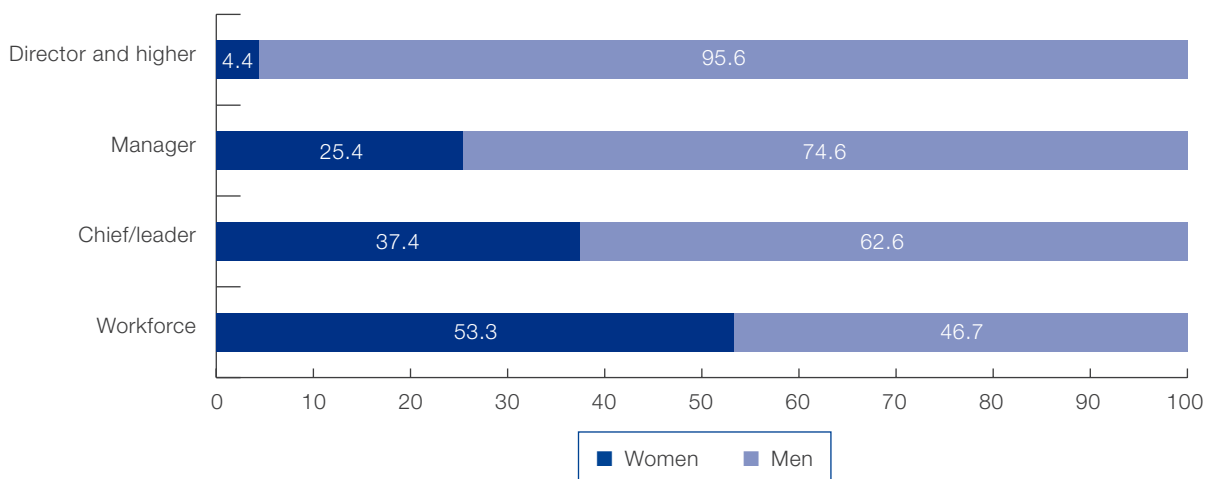
The experience of Mie highlights how prominent events can be used to showcase women's potential as leaders in tourism, while challenging gender stereotypes. Mie's relatively high levels of women in decision-making positions points to the power of parity as a stepping-stone towards greater support for gender equality among men and women alike. The case also highlights the unconscious bias that exists and little awareness of gender equality persists, even in developed countries. It draws attention to the value of viewing such issues through a decolonized, culturally-sensitive lens – for instance, exploring the concept of *shinakaya* (roughly signifying female elegance or graceful leadership) as an entry point for promoting collaboration, inclusivity, resilience, family or community ties and work-life balance. Embedding local values and contexts in gender awareness training is likely to lead to more sustainable outcomes for gender equality in the Japanese tourism sector.

## Gender equality and tourism leadership in Asia and the Pacific – the example of Japan

One exception to the lack of interest in gender equality in tourism comes from recent initiatives in Japan. While these are clearly not representative of the region as a whole, it is useful to look in detail at this specific case. Currently, there are no statistics on women on tourism executive boards in Japan. Outside Mie and the symposium discussed in the case study above, there is the Japan Women in Travel Club (JWTC), a networking platform for women in the travel and tourism sector. There is also Lady JATA, a part of the Japan Association of Travel Agents (JATA) created in 2012, which comprises women leaders who focus on business development and management issues. The Japan Tourism Board has expressed an interest in gender equality, particularly linked to SDG 5. However, it may be a challenge knowing where and how to begin, given that gender equality issues are not widely addressed in Japan.

Lady JATA conducted a survey of their workforce and women leader's representation in tourism. Figure 3.7 demonstrates how women's representation is diluted as the level of management rises. In January 2018, JATA launched its Diversity Award for the tourism sector. The criteria for the award included leading an innovative model of work-life balance in Japan – a key issue for the country.

Figure 3.7: **Men and women in Japan's travel and tourism sector, 2016 (%)**



Note: Data based on a survey of members of the Japan Association of Travel Agents (JATA).

Source: Lady JATA (2016).

An empirical example of the figures above is reflected in the Okinawa Tourist Service Company, which has had a history of being a male-dominated company since it first started in 1958. By 2017, however, 53% of their employees were women (323 men and 366 women). At the managerial level, however, only 20% of managers are women and only two of the company's 16 directors are women.<sup>42</sup> Similar research in gender issues in other countries in Asia and the Pacific would allow for broader generalizations and more in-depth analysis.

#### Case study 3.4 on women in tourism – Asia and the Pacific: **APEC Women in Tourism Dialogue**

The APEC Women in Tourism Dialogue was an initiative by the Asia Pacific Economic Forum (APEC) Tourism Working Group, held for the first time on 28 May 2018 to coincide with the 52nd APEC Tourism Working Group Meeting and the 10th APEC Tourism Ministerial Meeting. It was organized by the Papua New Guinea Tourism Promotion Authority and was mainly attended by ministers and deputy ministers of tourism, as well as representatives from UNTWO, WTTC, OECD, IATA, the World Bank, Airbnb and TripAdvisor. The Dialogue was supported by the International Finance Corporation (IFC).

Although the majority of the managerial roles within the Papua New Guinea Tourism Promotion Authority are held by women, this is an exception in the country, where hurdles for women persist in both the household and workforce environment. As such, there were key challenges experienced in integrating gender equality messages in the mainstream. Within the private tourism sector, for example, there are inherent challenges for women's empowerment such as maternity leave (only one month paid leave and a further two months of no-pay leave); and inflexible time for breastfeeding and/or working hours and/or arrangements.

There is currently no plan to host a second Women in Tourism Dialogue because APEC has identified some gender knowledge gaps in the 2017 APEC report on *Developing the Tourism Workforce of the Future* in the APEC Region. The immediate focus now is on addressing these gender knowledge gaps before hosting another event on women's empowerment in tourism. The APEC Policy Support Unit has been tasked with providing a more detailed report of women's participation in tourism in the APEC region.

42 Presentation slides by Minako Okada at the 2018 Critical Tourism Studies Conference in Yogyakarta, Indonesia, p. 18.

## Lessons learned

The APEC dialogue is a useful example of regional collaboration for raising awareness and sharing knowledge on women's empowerment and inclusivity for women in tourism. Nevertheless, getting gender equality messages into the mainstream remains a challenge. There is also a clear need for male champions to be seen leading and/or supporting gender equality initiatives. Although the APEC initiative is encouraging, there needs to be a more systematic way of following up with the initiatives presented at the dialogue.

## Gender, community and tourism in Asia and the Pacific

As set out above, there is insufficient information available on this topic to make broad regional generalizations. However, a number of initiatives on gender equality and tourism in relation to women, communities and personal empowerment can be identified, as in the case of Zafigo in Malaysia, discussed in snapshot 3.3.

Snapshot 3.3 on women in tourism – Asia and the Pacific:

### Inspiring women travellers in Malaysia and Bangladesh

Marina Mahathir, a socio-political activist and daughter of the Prime Minister of Malaysia, Mahathir Mohamad, founded Zafigo to empower women travelling in Asia because, “travel is a very gendered domain” (see: [www.zafigo.com](http://www.zafigo.com)). Zafigo hires mostly women, publishes articles that empower and inspire women to travel, and held an inaugural conference (ZafigoX, <http://zafigo.com/zafigoX2017>) that brought together speakers (also predominantly women) to provide women with tools to travel. In 2018, ZafigoX was held from the 9–11 November in Kuala Lumpur.

In Bangladesh, Dr. Sakia Haque and Dr. Manoshi Saha founded Travellettes of Bangladesh, a group comprising over 24,000 girls who aspire to challenge societal norms that hold that Bangladeshi girls should not travel (see: [www.travellettesofbangladesh.com/Home/AboutView](http://www.travellettesofbangladesh.com/Home/AboutView)). The group seeks equal rights by being seen on the road together and arrange organized trips all over Bangladesh.

## Gender in Asia and the Pacific's tourism policy frameworks and initiatives

While there are few policies or practices aimed at empowering women in tourism in Asia in the Pacific, more recently there have been some advances noted. In particular, as this report goes to print, Japan has proposed a substantial inclusion of women's empowerment and gender equality considerations in the draft conclusions of the upcoming G20 Tourism Minister's in Kuchan. However, while welcome, this initiative remains the exception rather than the rule across Asia and the Pacific and, therefore, a key recommendation for the region is to increase gender considerations across tourism policy and foster an heightened focus on women's empowerment amongst policy-makers.





### 3.3 Europe

Tourism is one of Europe's most important economic sectors. For many countries in the region, tourism was an important driver of economic progress, especially during the 2008–2009 financial crisis.<sup>43</sup> In terms of arrivals, it is the world's most visited region. While some countries have developed reports to mainstream tourism into the Sustainable Development Goals (SDGs), thus far, tourism has only been tangibly related to environmental protection.<sup>44</sup> The Transforming Tourism platform uses expert analysis to balance the tourism sector's economic significance with its sustainable development obligations.

It must be noted that the European Union provides the largest and most substantive sex-disaggregated tourism data set of any world region. This allows for a substantive and in-depth analysis of the EU28 + accession countries and can facilitate targeted and effective policies and actions to address gender imbalances in the sector.

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43 Eurostat (2017), *Tourism Satellite Accounts in Europe 2016 edition*, European Union, Luxembourg (online), available at: <https://ec.europa.eu> (01-07-2019).

44 Eurostat (2018), *Sustainable development in the European Union: Monitoring report on progress towards the SDGs in an EU context*, European Union, Luxembourg (online), available at: <https://ec.europa.eu> (01-07-2019).

## Box 3.2:

## Overview of tourism in Europe

- Europe received 538 million international tourism arrivals in 2017, 8% more than in 2016.<sup>a</sup> Some 83 million of these arrivals were from outside the European Union, largely from the Americas (39 million), Asia and the Pacific (33 million), Africa (6 million) and the Middle East (5 million).<sup>b</sup>
- The top destination in Europe remains France and southern Europe – the world's most visited region. Spain received 82 million arrivals in 2017; five Spanish regions (the Canary Islands, Catalonia, the Balearic Islands, Andalusia and Valencia) are the top ten EU destinations, with the highest number of nights spent in tourism accommodation.<sup>c</sup> Tourism arrivals grew particularly in the Netherlands, rising by 13% in 2017 due to increasing demand from the Chinese market.
- In terms of inbound tourism expenditure, Europe's top five destinations<sup>d</sup> in 2016 were Spain (25.7%), France (24.5%), Austria (8.2%), Switzerland (8%) and the Netherlands (8%).<sup>e</sup>
- International receipts from tourism in Europe in 2017 rose 8% (USD 519 billion).<sup>f</sup>
- Tourism accounted for 9.8% of total employment in Europe in 2017, a proportion expected to rise by 2.1% in 2018.<sup>g</sup>
- Tourism's contribution to the region's GDP was EUR 1,848.6 billion (9.9% of GDP) in 2017. This is forecast to rise by 2.7% in 2018 and by 2.2% in 2028.<sup>h</sup>

- a) World Tourism Organization (2018), *European Union Short-Term Tourism Trends: Volume 2*, UNWTO, Madrid (online), available at: [www.e-unwto.org/doi/pdf/10.18111/9789284419593](http://www.e-unwto.org/doi/pdf/10.18111/9789284419593) (01-07-2019).
- b) World Tourism Organization (2018), *European Union Tourism Trends*, UNWTO, Madrid (online), available at: [www.e-unwto.org/doi/pdf/10.18111/9789284419470](http://www.e-unwto.org/doi/pdf/10.18111/9789284419470) (01-07-2019).
- c) Eurostat (2018), *Key figures on Europe: Statistics illustrated 2018 edition*, European Union, Luxembourg (online), available at: <https://ec.europa.eu/eurostat/documents/3217494/9376615/KS-El-18-101-EN-N.pdf/83c1b958-4c97-4410-b86e-91ae4b729701> (01-07-2019).
- d) There is a sixth category calculated by the European Union, which simply entitled 'others'; this accounts for 25.5%.
- e) Eurostat (2017), *Tourism Satellite Accounts in Europe 2016 edition*, European Union, Luxembourg (online), available at: <https://ec.europa.eu/eurostat/documents/7870049/7880233/KS-FT-17-002-EN-N.pdf/1070ebdc-b9e1-4a93-abb8-cecd83d40f68> (01-07-2019).
- f) World Tourism Organization (2018), *UNWTO Tourism Highlights 2018 Edition*, UNWTO, Madrid (online), available at: [www.e-unwto.org/doi/pdf/10.18111/9789284419876](http://www.e-unwto.org/doi/pdf/10.18111/9789284419876) (01-07-2019).
- g) World Travel & Tourism Council (2018), *Travel & Tourism Economic Impact 2018: Europe*, WTTC, London, available at: [www.wttc.org/-/media/files/reports/economic-impact-research/regions-2018/europelcu2018.pdf](http://www.wttc.org/-/media/files/reports/economic-impact-research/regions-2018/europelcu2018.pdf) (01-07-2019).
- h) Ibid.

Gender inequality is a persistent challenge in Europe – a major constraint for human rights and sustainable development. Inequalities persist despite the fact that 80% of men report believing that gender equality is important for them personally, while 91% of Europeans believe that gender equality is important for a fair and democratic society.<sup>45</sup> For instance, 61 million of the 185 million women in Europe have experienced physical or sexual violence, or both, since the age of 15.<sup>46</sup> The cost to the European Union of gender-based violence against women was EUR 222.84 billion, which represents 87% of the total cost of gender-based violence to the EU (EUR 258.73 billion).<sup>47</sup>

45 European Commission (n.d.), *What Europeans have to say about gender equality*, European Commission, Luxembourg (online), available at: [https://ec.europa.eu/info/sites/info/files/ebs\\_465\\_infographic\\_gender\\_equality.pdf](https://ec.europa.eu/info/sites/info/files/ebs_465_infographic_gender_equality.pdf) (01-07-2019).

46 European Institute for Gender Equality (2016), *Combating violence against women: European Union*, EIGE, Vilnius (online), available at: <https://eige.europa.eu> (01-07-2019).

47 European Institute for Gender Equality (2014), *Estimating the costs of gender-based violence in the European Union: Report*, EIGE, Vilnius (online), available at: <https://eige.europa.eu> (01-07-2019).

Table 3.1: **Travel and tourism’s total contribution to GDP in the European Union by country, 2018 (%)**

Country	Contribution to GDP (%)	Country	Contribution to GDP (%)
Austria	14.57	Italy	13.07
Belgium	5.58	Latvia	9.39
Bulgaria	11.25	Lithuania	4.92
Croatia	25.15	Luxembourg	4.17
Cyprus	23.12	Malta	26.88
Czech Republic	7.61	Netherlands	5.18
Denmark	7.69	Poland	4.53
Estonia	15.48	Portugal	17.82
Finland	8.37	Romania	5.37
France	8.96	Slovakia	6.42
Germany	10.70	Slovenia	12.25
Greece	20.21	Spain	14.90
Hungary	7.98	Sweden	9.50
Ireland	5.99	United Kingdom	10.56
<b>Countries in the process of European Union accession</b>			
Albania	26.34	Serbia	6.70
Montenegro	25.10	Turkey	11.66
Northern Macedonia	6.82		

Note: Elaboration based on data from the World Bank.

Sources: World Bank (2018).

The division of labour between women and men is a key issue in Europe. In the 28 European Union Member States, women spend at least 54% more time than men on housework and care activities. In some European countries, this figure is much higher, such as 84% in the Netherlands, 86% in Spain and 86% in Greece. Only 23% of women and 27% of men can easily accord between one and two hours to attend to personal and family matters. Moreover, ‘leisure’, a key value for tourism in Europe, tends to imply leisure for men. For instance, more men than women are engaged in sports, cultural and leisure activities outside of their homes in all European Union Member States with the exception of Finland, Hungary and Denmark. The region’s most flexible workplaces are in the Netherlands (53%), Denmark and Sweden (both 41%), and Ireland (40%). It is not known whether men or women take more advantage of this workplace ‘flexibility’, although women are likely to be its main users. This could be one reason for data suggesting high levels of care and domestic work responsibilities for women in countries like the Netherlands.

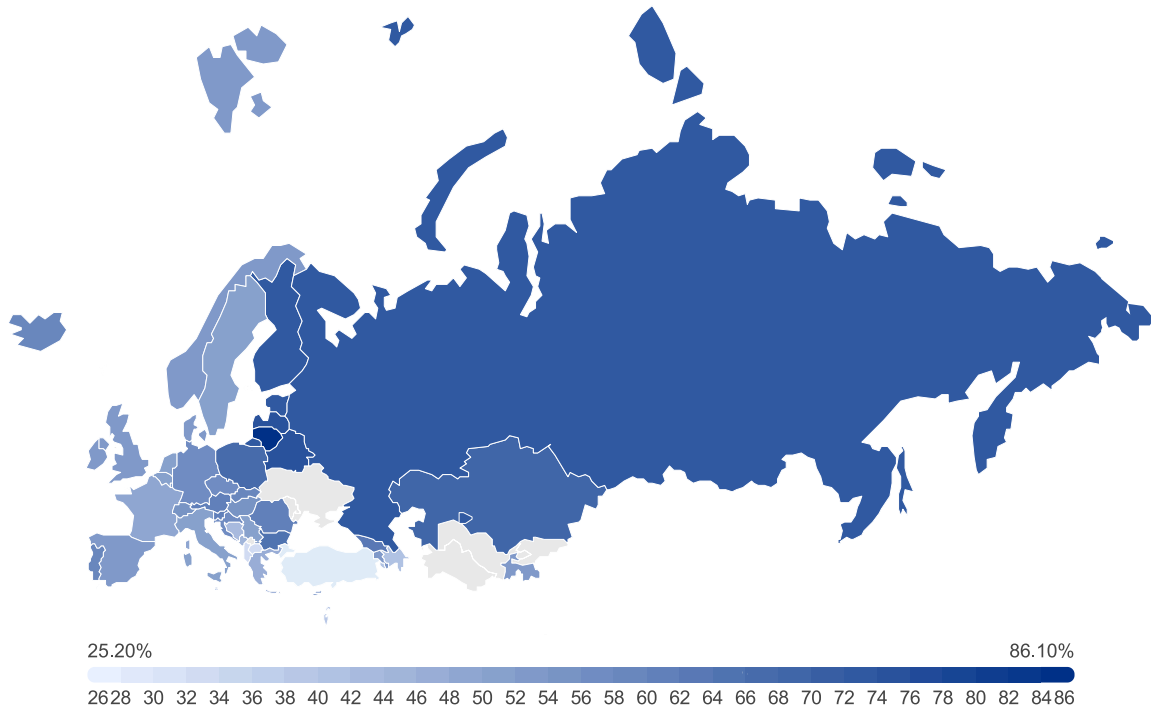
Since Europe has experienced a decline in fertility rates in recent decades, it is important to focus on older women. According to the European Institute for Gender Equality (EIGE), older women experience a high risk of poverty and social exclusion. Most of these women struggle with their

pensions, particularly those women who have spent their lives taking care of their families. These women are also almost entirely invisible in policy-making.

### 3.3.1 Findings and good practices in gender equality and tourism in Europe

#### Gender equality and tourism employment, entrepreneurship and leadership in Europe

Figure 3.8: **Percentage of people employed in tourism that are women – Europe, 2018 (%)**



Note: Calculations based on ILOSTAT data on the proportion of female versus male employed and self-employed workers in 'accommodation and food services' using UNWTO regions. For further details of the methodology see chapter 2.1.

Source: International Labour Organization ILOSTAT (2018b).

In Europe, 53% of persons employed in tourism are women, for the 45 countries selected for inclusion in this report,<sup>48</sup> and, although women are well-represented as workers in tourism, they do not have the best jobs, incomes and positions in tourism employment.<sup>49</sup> Overall, women in Europe are disproportionately represented at the low skills level and in poorly paid employment. In Spain, for example, executive and management level employment in tourism is largely occupied by men, who have higher mid-level education and experience of between 10 and 20 years. By contrast, women in Spain tend to have tourism jobs that perpetuate social stereotypes – for instance, linked to customer service, cleaning, reception desks, administrative tasks, and assistance and production

48 See annex 2 for full details of the countries included in the quantitative analysis of this report.

49 Equality in Tourism (2018), *Sun, Sand and Ceilings: Women in Tourism and Hospitality Board Rooms 2018, Equality in Tourism*, London (online), available at: [www.equalityintourism.org](http://www.equalityintourism.org) (01-07-2019).

tasks.<sup>50</sup> In the United Kingdom, women represented only 23.6% of the boards of directors and 25.4% in 'hospitality, travel and leisure' in 2018.<sup>51</sup> The gender pay gap in hospitality is 7% and 10% in the leisure sector. The median gender pay gap for tourism is 22%. In Portugal, although women work more hours per month and are better trained, they earn less than men in the accommodation sector, travel agencies and tour operators.<sup>52</sup>

According to the European Institute for Gender Equality, the most important issues for gender equality and tourism in Europe are:<sup>53</sup>

- Gender segregation in the labour market;
- Women's low levels of representation in decision-making;
- Stereotypes and their relationship with travel and tourism; and
- Risks of gender-based violence in tourism.

Another key finding is that women's employment in tourism is more likely to be part-time than in the broader economy. On average, in the European Union's 28 Member States 18.4% of women's tourism employment is part-time (versus 5.7% for men), compared to 11.3% of women's work in the non-financial business economy in general (versus 5.4% for men).<sup>54</sup> Part-time employment is not necessarily a problem for gender equality, provided conditions are conducive to decent work and workers' rights.

#### Snapshot 3.4 on women in tourism – Europe:

#### Kobiety I Wino, Poland

Kobiety I Wino – the Women and Wine Association (<http://kobietyiwino.com/en>) – is a national women's organization in Poland dedicated to education about wine and women's entrepreneurship. The association focusses primarily on training for a wide audience related to Polish traditions of gastronomy and winemaking for its diverse members who include importers, restaurateurs, oenologists, journalists, bloggers and wine enthusiasts. The association also has a blog<sup>a</sup> on wine, gastronomy and travel which challenges stereotypes and myths, while providing a positive platform for dialogue and networking among women in the wine sector.

a) For more information, see: <https://kobietaiwino.wordpress.com/about>.

50 Huete, R., Brotons, M. and Sigüenza, M.C. (2016), 'La desigualdad entre mujeres y hombres en el sector hostelero español', *Estudios y Perspectivas en Turismo*, volume 25 (1), pp. 73–87.

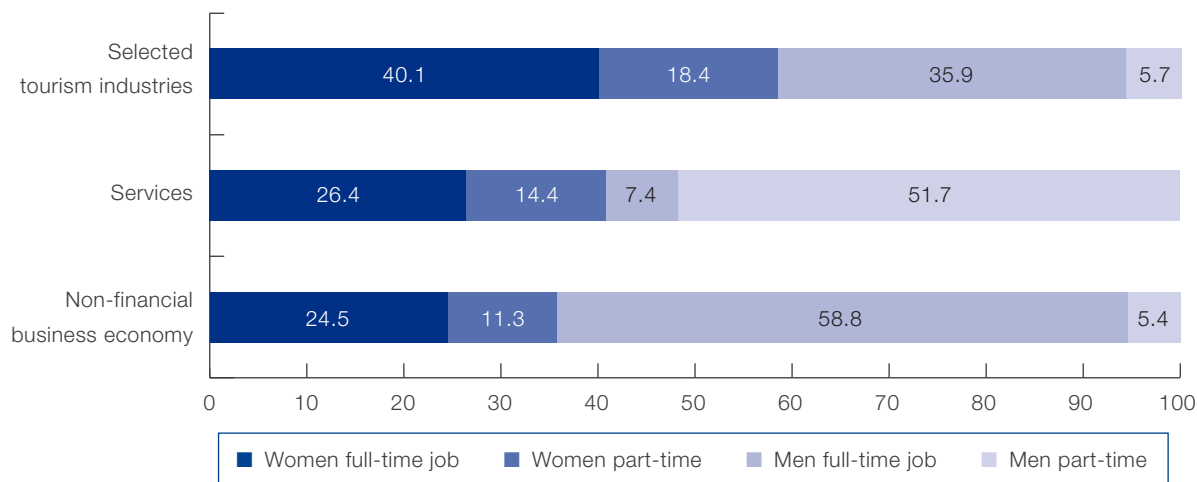
51 PricewaterhouseCoopers (2019), *Women in Hospitality, Travel and Leisure 2020 Review - 2019 Edition*, PwC United Kingdom, London (online), available at: [www.pwc.co.uk](http://www.pwc.co.uk) (01-07-2019).

52 Carvalho, I.; Costa, C.; Lykke, N. and Torres, A. (2014), 'An Analysis of Gendered Employment in the Portuguese Tourism Sector', *Journal of Human Resources in Hospitality & Tourism*, volume 13 (4), pp. 405–429.

53 European Institute for Gender Equality (n.d.), *Tourism: Relevance of gender in the policy area*, EIGE, Vilnius (online), available at: <https://eige.europa.eu> (01-07-2019).

54 Ibid.

Figure 3.9: **Share of persons employed, by economic activity, by gender and full-time/part-time employment, EU28, 2014 (%)**



Note: Figures for tourism industries are based on customized data extractions, not available online.

Source: Eurostat (2014), *Data on Tourism Industries*, European Union, Luxembourg (online), available at: <https://ec.europa.eu/eurostat/web/tourism/data/database> (01-07-2019).

Snapshot 3.5 on women in tourism – Europe:

**Focus on Women, Spain**

The Spanish tour operator Focus on Women was created in 2009 to empower and increase the visibility of women around the world through travel. The organization focusses on trips which allow women travellers to meet other women and learn about prominent women around the world, offering its women clientele tours in Africa and the Americas. The organization was created in response to the fact that tours are often organized exclusively by men and tour operators rarely take into account a ‘feminine perspective’ in their businesses. Focus on Women promotes activities that challenge the male gaze in tourism – that is the tendency to depict women and the world from a masculine, heterosexual perspective that presents and represents women as objects for the pleasure of the male viewer.



An important added value of Focus on Women is linked to the cultural and humanitarian elements in their tours. For example, their product sourcing policy involves giving preference for contracts to hotels and hospitality service companies run by women. They also encourage donations by travellers to local causes. Some 7% of the agency’s profits are donated to organizations which work with women and children.

Focus on Women also actively encourages women travellers to build networks and solidarity with other women whom they meet, rather than simply “taking a picture with other women”. Its team has built up a global network of women, including local guides who are women from diverse backgrounds – they introduce travellers to their culture as architects, artists, photographers and journalists.

Gender stereotypes are at the core of tourism employment in Europe. The division of labour between women and men has a negative effect on the way in which women are perceived in the labour market.<sup>55</sup> It is, in large part, the reason for many women in Europe being involved in precarious

55 European Commission (2016), *Strategic engagement for gender equality 2016-2019*, European Commission, Luxembourg (online), available at: <https://ec.europa.eu> (01-07-2019).

employment.<sup>56</sup> This situation reinforces gender gaps in pay, weakened career opportunities and weakened social protection<sup>57</sup> Jobs that are more likely to be feminized in Europe include sales personnel in shops, cleaners, personal care workers, pre-primary and primary school teachers, nurses (80% of those working in the health and social work sectors are women), midwives and secretaries.<sup>58</sup>

Snapshot 3.6 on women in tourism – Europe:

**Malta**

Data from the National Statistics Office shows that women in Malta make up 42.7% of the hospitality industry, 60.3% of whom are full-time employees in tourism. Women are the backbone of many civil society and community organizations, which provide essential support to the tourism sector. In 2018, UNWTO interviewed Marie-Louise Coleiro Preca, President of Malta, on gender equality and tourism in the country. She noted that “[by] investing in sustainable tourism strategies, we are also making the tourism sector more accessible to women” and that “[there] are strategies in place in Malta to address the issue of precarious work, and the gender pay gap.” More remains to be done, as in tourism leadership and decision-making, Maltese women are active but under-represented. While several institutions provide tourism education and training, women in Malta are outnumbered by men across low, medium, and high levels of education in the hospitality and tourism industries. In response to women’s low levels of representation in entrepreneurship, she noted that:

“[...] our public and private sectors must do more to incentivize women to become entrepreneurs. I am convinced that when Maltese women are given the opportunity to implement their own creativity, they can create their own services and products.”

Marie-Louise Coleiro Preca, President of Malta (2018)

Planned measures include tailoring micro-finance schemes for entrepreneurs to meet women’s needs and investing in tourism education for all ages to ensure that girls and boys can both access opportunities. The President highlighted “the importance of a gender sensitive approach to achieve effective sustainability in the tourism industry, both Malta and abroad.”

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- 56 Alcañiz Moscardó, M. (2015), ‘Crisis, precariedad y desigualdad de género en España y en Italia’, *Revista de Ciencias Sociales*, volume 10 (1), pp. 97–112; Alcañiz, M. and Monteiro, R. (2016), ‘She-austerity. Precariedad y desigualdad laboral de las mujeres en el sur de Europa’, *Convergencia*, volume 23 (72), pp. 39–68; Morokvasic, M. (1993), “In and out” of the labour market: Immigrant and minority women in Europe’, *New community*, volume 19 (3), pp. 459–483.
- 57 European Institute for Gender Equality (2015), *Gender gap in pensions in the EU – Research note to the Latvian Presidency*, EIGE, Vilnius (online), available at: <http://eige.europa.eu> (01-07-2019); European Institute for Gender Equality (2016), *Poverty, gender and intersecting inequalities in the EU – Review of the implementation of Area A: Women and Poverty of the Beijing Platform for Action*, Publications Office of the European Union, Luxembourg (online), available at: <http://eige.europa.eu> (01-07-2019).
- 58 European Institute for Gender Equality (2017), *Gender Equality Index 2017: Measuring gender equality in the European Union 2005-2015 – Report*, EIGE, Vilnius (online), available at: <https://eige.europa.eu> (01-07-2019).

Human trafficking – particularly sex trafficking – in tourism is also prevalent in Europe. According to information provided by different organizations<sup>59</sup> such as the NGO Mujeres en Zona de Conflicto, Spain is the leading country for sex tourism. For example, the town of La Jonquera in Spain was fast transformed into a sex tourism attraction where offenders can also look for ‘low cost’ sex.<sup>60</sup> Sex tourism is considered a form of violence against women, as established in paragraph 122 of the Beijing Declaration and Platform for Action.<sup>61</sup>

## Gender in Europe’s tourism policy frameworks and initiatives

In terms of policy-making, actions by the European Commission related to tourism do not directly address tourism from a gender perspective. Most work on gender equality and tourism has focussed more on developing countries through international cooperation, rather than in Europe itself. The lack of tourism strategies which incorporate a gender perspective in Europe, coupled with a lack of Action Plans to track gender issues, is surprising given the importance of gender equality in EU politics and the significance of tourism for EU economies.

Public and private tourism stakeholders in Europe appear to understand the importance of integrating gender equality into the tourism sector. Nevertheless – as in Latin America and the Caribbean – there is a tendency to focus exclusively on hotel and accommodation, which is considered the tourism industry most likely to employ women. Although Europe is considered a groundbreaker in terms of gender equality, much more work is required on gender equality and tourism. Positive developments include a wide range of research on gender equality and tourism in the region,<sup>62</sup> exploring topics such as:

- Reducing gender inequalities;<sup>63</sup>
- Elaborating new tools to improve gender sensitive tourism planning and management;<sup>64</sup>
- Gendered tourism behaviour;<sup>65</sup> and
- Education, research and training.<sup>66</sup>

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59 Daley, S. (2012), ‘In Spain, women enslaved by a boom in brothel tourism’, *New York Times*, 6 April 2012 (online), available at: [www.tony-silva.com/eslefl/miscstudent/downloadpagearticles/prostitutioninspain-nyt.pdf](http://www.tony-silva.com/eslefl/miscstudent/downloadpagearticles/prostitutioninspain-nyt.pdf) (01-07-2019).

60 For more information, see: <https://sextourism.weebly.com/europe.html>.

61 United Nations (1995), *Beijing Declaration and Platform for Action*, United Nations, New York/Beijing, (online) available at: [www.un.org](http://www.un.org) (01-07-2019).

62 Aitchison, C. (2005), ‘Feminist and gender perspectives in tourism studies: The social-cultural nexus of critical and cultural theories’, *Tourist studies*, volume 5 (3), pp. 207–224.

Figueroa-Domecq, C. et al. (2015), ‘Tourism gender research: A critical accounting’, *Annals of Tourism Research*, volume 52, pp. 87–103.

Kinnaird, V. and Hall, D. (1994), *Tourism: A gender analysis*, John Wiley & Sons Ltd., Chichester.

Kinnaird, V. and Hall, D. (1996), ‘Understanding tourism processes: A gender aware framework’, *Tourism Management*, volume 17 (2), pp. 95–102.

Lakovidou, O. and Turner, C. (1995), ‘The female gender in Greek agrotourism’, *Annals of Tourism Research*, volume 22 (2), pp. 481–484.

63 Pritchard, A. (2014), ‘Gender and Feminist Perspectives in Tourism Research’, in: Lew, A. A., Michael Hall, C. and Williams, A. M. (eds.), *The Wiley Blackwell Companion to Tourism, First Edition*, John Wiley & Sons, Ltd., Chichester, pp. 314–324.

64 Moreno, D. (2018), *Cómo elaborar un diagnóstico de género y turismo en un contexto rural*, Alba Sud, Barcelona (online), available at: [www.albasud.org](http://www.albasud.org) (01-07-2019).

65 Ibănescu, B.C.; Stoleriu, O.M. and Gheorghiu, A. (2018), ‘Gender differences in tourism behaviour in the European Union’, *Eastern Journal of European Studies*, volume 9 (1), pp. 23–43, available at: [www.ejes.uaic.ro](http://www.ejes.uaic.ro) (01-07-2019).

66 Small, J.; Harris, C.; Wilson, E. and Ateljevic, I. (2011), ‘Voices of women: A memory-work reflection on work-life dis/harmony in tourism academia’, *Journal of Hospitality, Leisure, Sport & Tourism Education*, volume 10 (1), pp. 23–36.



Since 2015, UN Women's Liaison Office Albania has been supporting gender sensitive tourism development. In the same year, the office contributed to preparing Albania's *National Strategy on Gender Integration* in the framework of the SDGs. With its focus on women's economic empowerment, the strategy highlights tourism as an important component. In the context of the Programme of Cooperation 2012–2016 between the Government of Albania and the United Nations, UN Women focusses on assisting government efforts to integrate gender equality goals into Albania's priorities and national strategies. Against a strong national policy backdrop for gender equality, in 2017 UN Women reviewed and integrated priority gender equality issues into the draft the *National Cross-cutting Strategy for Tourism 2015–2020*. Mainstreaming gender into this document provides an example of how key principles of gender equality and women's empowerment can be embedded in into Albania's tourism strategy.

Challenges include institutional restructuring which has seen tourism come under the competency of different ministries in recent years. Such administrative changes make it difficult to affect the necessary changes required at the policy level to mainstream gender in tourism. Every administrative change requires fresh efforts to draw the attention of tourism policy-makers towards gender mainstreaming.

Despite challenges, government partners and UN Women's Liaison Office in Albania continue to strengthen tourism through gender mainstreaming. For example, UN Women's technical notes on gender-responsive budgeting aided the development of gender-sensitive tourism indicators. UN Women has also joined the 100 Albanian Villages Programme to boost gender sensitive tourism and agriculture through a specific programme that supports rural women's businesses and includes them in tourism value chains.

### Lessons learned

The experience of UN Women's Liaison Office in Albania highlights how important it is for gender equality initiatives in tourism to be institutionalized and separated from party politics and administrative changes. It is essential that tourism authorities prioritize gender mainstreaming; only then can it remain at the top of the agenda despite changes in government. Partnering with international or multilateral organizations specializing in gender equality, such as UN Women, can help to generate external validation for gender equality and tourism strategies, and continue to place pressure on tourism authorities to keep these issues at the forefront of policy-making. The case study also draws attention to the added value that UN agencies bring as partners and conveners of expertise, to supporting governments' pursuit of gender equality in tourism.

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Munar, A.M. (2017), 'To be a feminist in (tourism) academia', *Anatolia*, volume 28 (4), pp. 514–529.



From case study 3.6: Posadas Turísticas Programme, Paraguay, page 116

### 3.4 Latin America and the Caribbean

Tourism is an increasingly important sector in Latin America and the Caribbean, with arrivals on the rise, and there are certain factors that affect women's interactions with the tourism sector. Extreme poverty in Latin America and the Caribbean disproportionately affects women,<sup>67</sup> which highlights the positive opportunities that community-based tourism can offer, especially for rural women. An estimated 22.3%<sup>68</sup> of women aged 35–44 do not earn an income, compared with 6.3% of men. Women's participation in economic activities is far lower (51.2%) than men's (78.7%).<sup>69</sup> The region also has high rates of gender-based violence and the highest regional average rate of 'femicide' in the world, a term which denotes the killing of women and girls because of their sex.<sup>70</sup>

Gender-based violence linked to tourism in the region is important to consider, as it is common for women to worry about suffering sexual abuse in public tourism spaces, as well as being subjected to verbal abuse.<sup>71</sup> Violence is a risk for local women and women travellers. In 2017, Forbes listed seven destinations in Latin America and the Caribbean, where some of the 'most dangerous' destinations for women tourists are worldwide.<sup>72</sup>

67 Economic Commission for Latin America and the Caribbean (2018), *Anuario Estadístico de América Latina y el Caribe Statistical. Informes anuales CEPAL*, ECLAC, Santiago de Chile (online), available at: <http://repositorio.cepal.org/handle/11362/43239?show=full>

68 Data from the Caribbean is not available.

69 Ibid.

70 Real Academia Española (2018), *Diccionario de la lengua española*, 23rd edition, RAE, Madrid (online), available at: <http://rae.es/rae.html> (01-07-2019).

71 Segrado, R. G., Balbuena, M. C. and Yeladaqui, M. (2016), 'Violencia de género y dependencia turística en quintana roo, México', in: Asociación Mexicana de Ciencias para el Desarrollo Regional (ed.), *El desarrollo regional frente al cambio ambiental global y la transición hacia la sustentabilidad*, Asociación Mexicana de Ciencias para el Desarrollo Regional, Mexico City (online), available at: <http://ru.iiec.unam.mx/3403> (01-07-2019).

72 Begley Bloom, L. (2017), '10 Most Dangerous Places for Women Travelers', *Forbes*, 28 July 2017 (online), available at: [www.forbes.com/sites/laurabegleybloom/2017/07/28/10-most-dangerous-places-for-women-travelers-and-how-to-stay-safe/#1892e7ef2448](http://www.forbes.com/sites/laurabegleybloom/2017/07/28/10-most-dangerous-places-for-women-travelers-and-how-to-stay-safe/#1892e7ef2448) (01-07-2019).

- During the first four months of 2018, international arrivals in the Americas grew at a rate of 3% overall, led by South America (8%) and Central America (6%).<sup>a</sup> However, arrivals to the Caribbean decreased by 9% as a result of severe hurricanes in August and September 2017.<sup>b</sup> In the Caribbean, international arrivals grew most in Jamaica (by 8%) and the Dominican Republic (by 4%); in Central America they grew most in Nicaragua (by 19%), Belize (by 11%), El Salvador (by 9%) and Guatemala (by 5%); and in South America they grew most in Colombia and Uruguay (by 21%, respectively), followed by Chile and Ecuador (by 14%, respectively).
- For every direct job generated by tourism in the Americas, some 2.05 indirect jobs are generated.<sup>c</sup>
- The value added share of gross domestic product (GDP) in 2016 from wholesale tourism, hotels and restaurants reached 16.3% in Latin America and 20.8% in the Caribbean.<sup>d</sup>
- Overall in Latin America and the Caribbean, tourism attracts the third greatest amount of foreign direct investment (15%), just behind renewable energy (23%) and agribusinesses and forestry (21%). This places tourism ahead of manufacturing (12%) and technology (4%).<sup>e</sup>
- Today, the region's tourism model is centred on tourism's critical and active role, including the role of tourism stakeholders, in achieving all 17 Sustainable Development Goals (SDGs).<sup>f</sup> In the 1990s, this model was more focussed on the environment, infrastructure and heritage, in the context of a tendency towards privatization in many countries.<sup>g</sup> Regional tourism development has been positioned as a tool for poverty reduction and, in Central America, as a means of promoting cooperation between countries.<sup>h</sup>
- The role of international cooperation has been key for tourism development in the region. Of a total of 278 bilateral agreements related to tourism worldwide, 152 (55%) are located in the Americas.<sup>i</sup>

a) This includes the United States of America and Canada.

b) World Tourism Organization (2018), *UNWTO World Tourism Barometer and Statistical Annex*, volume 16 (2), UNWTO, Madrid, DOI: <https://www.e-unwto.org/loi/wtobarometereng>

c) World Tourism Organization (2014), *Organismos de gestión y promoción del turismo en las Américas*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284415489>.

d) Economic Commission for Latin America and the Caribbean (2018), *Anuario Estadístico de América Latina y el Caribe Statistical. Informes anuales CEPAL*, ECLAC, Santiago de Chile (online), available at: <http://repositorio.cepal.org/handle/11362/43239?show=full> (01-07-2019).

e) Economic Commission for Latin America and the Caribbean (2015), *La Inversión Extranjera Directa en América Latina y el Caribe*, ECLAC, Santiago de Chile (online), available at: [http://repositorio.cepal.org/bitstream/handle/11362/38214/S1500535\\_es.pdf](http://repositorio.cepal.org/bitstream/handle/11362/38214/S1500535_es.pdf) (01-07-2019).

f) World Tourism Organization and Organization of American States (2018), *Tourism and the Sustainable Development Goals – Good Practices in the Americas*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284419685>

g) Altés, C. (2007), 'El turismo en América Latina y el Caribe y la experiencia del BID', *Serie de Informes Técnicos Del Departamento de Desarrollo Sostenible*, volume 53.

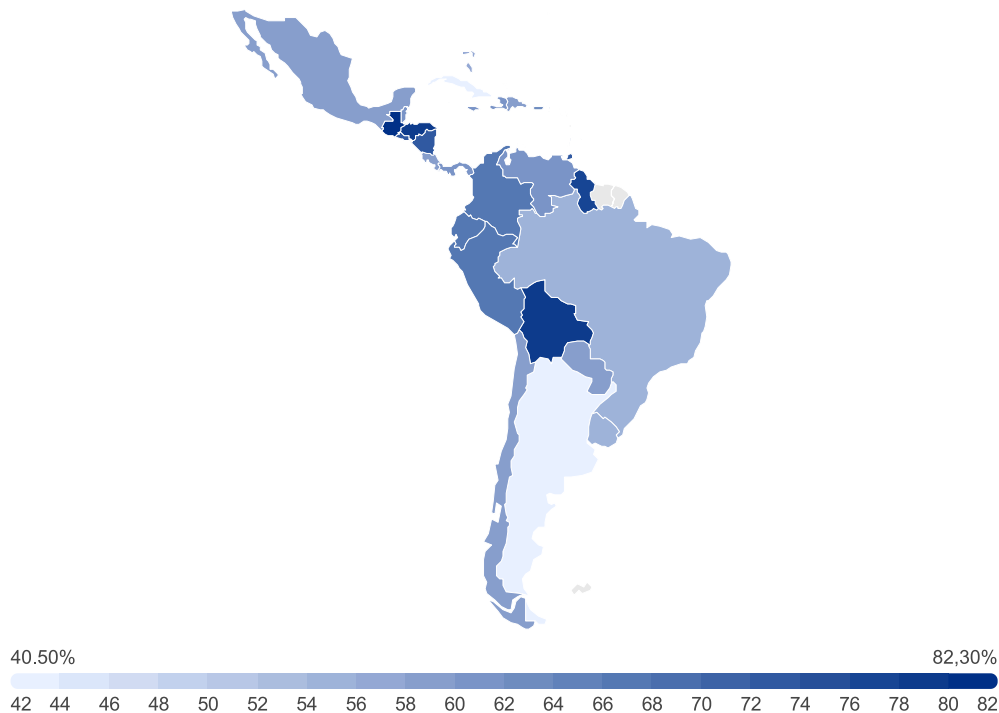
h) Consejo Centroamericano de Turismo and Secretaría de Integración Turística Centroamericana (2015), *Memoria de labores 2015*, CCT and SITCA, Managua.

i) World Tourism Organization (2014), *Organismos de gestión y promoción del turismo en las Américas*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284415489>.

### 3.4.1 Findings and good practices in gender equality and tourism in Latin America and the Caribbean

#### Tourism employment and entrepreneurship Latin America and the Caribbean

Figure 3.10: **Percentage of people employed in tourism that are women – Latin America and the Caribbean, 2018 (%)**



Note: Calculations based on ILOSTAT data on the proportion of female versus male employed and self-employed workers in 'accommodation and food services'. For further details of the methodology see chapter 2.1.

Source: International Labour Organization ILOSTAT (2018b).

In Latin America and the Caribbean, the percentage of women employed by tourism is 60%, using the accommodation and food services sector as a proxy for the 31 countries from the region that were selected for inclusion in this report.<sup>73</sup> Given this high percentage it is therefore not surprising that research on gender equality and tourism in Latin America and the Caribbean has focussed on women's empowerment through the work opportunities that tourism offers. These give women the chance to interact with new people and adopt new ways of thinking. Yet, the literature highlights that women's empowerment through tourism occurs more frequently among women who are self-employed, rather than among women who work for enterprises.<sup>74</sup> The informal sector plays a major role for women's work in tourism in Latin America and the Caribbean. For example, many women

73 The figure of women employed in tourism the UNWTO region of the Americas is 57%, counting data from a total of 33 countries including the United States of America and Canada.

74 Fernández, M.J. and Martínez, L.A. (2010), 'Participación de las mujeres en las empresas turísticas privadas y comunitarias de Bahías de Huatulco, México ¿Hacia un cambio en el rol de género?', *Cuadernos de Turismo*, volume 26, pp. 129–151 (online), available at: <http://revistas.um.es> (01-07-2019).

are street vendors in tourism destinations. Work in the informal sector often makes it possible for women to gain an income while changing roles within the family. However, informal work means that women workers are not protected by social security, limiting their access to basic rights such as welfare and health services.<sup>75</sup> Another challenge is a lack of self-confidence among many women, as highlighted during an interview with a former Minister of Tourism of Paraguay, who noted that a key challenge is women's own resistances, based on their belief that they lack the ability to become entrepreneurs or generate their own income.

In many cases, it seems that women's domestic and care work has changed because of tourism. For example, in Peru many rural women are involved in tourism businesses while men take care of the family. However, apparent changes in care-giving roles occur as a result of families' survival strategies, rather than because of changes in traditional gender roles.<sup>76</sup> Tourism in the region has traditionally employed a significant number of family workers, more than other economic sectors. Many of these workers have been female 'unpaid family workers'<sup>77</sup>, who have sometimes been worse off than women working in the informal sector.

According to research by Vandegrift, women's work in Latin America is characterized by:

- Limited access to social benefits, that are otherwise legally guaranteed for workers, due to a lack of formal contracts;
- Short-term contracts, given the dynamic nature of tourism activity;
- Salaries that are often lower than the minimum wage, especially in micro, small and medium-sized local and national enterprises;
- Stress linked to work-life balance due to women's high burden of care work. This is perhaps the most characteristic element of tourism work, particularly in hotels, restaurants and entertainment centres. As in Asia, and around the world, this has implications for women's mental health; and
- The *feminization* of tourism work, which takes a disproportionate toll on women, particularly immigrants. For example, a significant number of Nicaraguan women immigrants in Costa Rica are exploited by the owners of tourism businesses, who view Nicaraguan women as docile workers with little experience. As a result, they consider them desirable employees who can be paid low salaries.<sup>78</sup>

75 Gámez, A.E., Ivanova, A. and Wilson, T.D. (2011), 'Género y comercio informal en destinos turísticos. El caso de las vendedoras de playa en Los Cabos, Baja California Sur, México', *TURyDES: Revista de investigación en turismo y desarrollo local*, volume 4 (9), pp. 1–31 (online), available at: <http://www.eumed.net> (01-07-2019).

76 Fuller, N. (2010), 'Lunahuaná, un destino turístico. Transformaciones en la composición social, economía familiar y relaciones de género', *PASOS: Revista de Turismo y Patrimonio Cultural*, volume 8 (2), pp. 293–304 (online), available at: [www.pasosonline.org](http://www.pasosonline.org) (01-07-2019).

Ferguson, L. (2010), 'Tourism development and the restructuring of social reproduction in Central America', *Review of International Political Economy*, volume 17 (5), pp. 860–888.

Ferguson, L. (2011), 'Promoting Gender Equality and Empowering Women? Tourism and the Third Millennium Development Goal', *Current Issues in Tourism*, volume 14 (3), pp. 235–249.

Carrión, I. A. (2012), 'Turismo de aventura y participación de las mujeres en Jalcomulco (México)', *PASOS: Revista de Turismo y Patrimonio Cultural*, volume 10 (5), pp. 531–542.

77 Ordóñez, M. (2001), *El turismo en la economía ecuatoriana: la situación laboral desde una perspectiva de género*, ECLAC, Santiago de Chile.

78 Vandegrift, D. (2008), 'This isn't paradise - I work here: Global restructuring, the tourism industry, and women workers in Caribbean Costa Rica', *Gender and Society*, volume 2 (6), pp. 778–798.

### Case study 3.6 on women in tourism – Latin America and the Caribbean:

#### Posadas Turísticas Programme, Paraguay

Since 2011, the Posadas Turísticas Programme has sought to improve tourism's sustainability in Paraguay. The programme's model was adopted from a similar approach in Colombia to mitigate the challenges of seasonality. By 2014, the programme operated 15 *posadas* (inns) in Paraguay. As of 2018, it operates 237 *posadas* in 12 of the country's 17 departments (sub-national administrative units). In 2015, Paraguay's Chamber of Deputies and Senate declared the programme "of national interest". That same year, the National Women's Institute declared it of interest from a women's empowerment perspective.

The programme aims to boost communities' economic empowerment through tourism. It reached out to women with a targeted campaign outlining the benefits of tourism and as a result, 95% of *posada* owners are women. The initiative built skills, mobilized resources and facilitated access to finance, all to strengthen participants' businesses. The fact that most women do not own land or their own homes remains a major challenge, as is the fact that many women lack bank accounts. This makes responsible financing essential for women, helping them to become active economic agents able to take long-term decisions on their lives and businesses.

The programme's training processes have been extremely important. Participants received a wide range of trainings, including training on gender equality. As the programme grew, it developed a network between the owners of the *posadas* to increase sustainability and turn weaknesses into strengths.

A good practice manual was also developed to improve the quality of the *posadas*, formulated with the support of the Spanish Agency for International Cooperation for Development (Agencia Española de Cooperación Internacional para el Desarrollo – AECID) and Spain's Paradores de Turismo. The programme signed an agreement with Paraguay's Ministry of Finance to facilitate the issuing of invoices and ensure that all participants are working in the formal sector. In 2018, the programme continued working on developing a meta-search engine to improve networking and the commercialization of the *posadas* among tourists. In August 2018, the programme signed an agreement with UN Women Paraguay to promote women's leadership, economic empowerment and participation in community-based tourism development.

#### Lessons learned

Posadas Turísticas' experience highlights women's central role in economically empowering communities through tourism. To support women's tourism businesses, the case study reveals the importance of strengthening skills, mobilizing resources and ensuring access to finance, while providing systematic training, financial and technical assistance. Collaboration within different authorities in Paraguay, and between countries, proved vital to the programme's successes – from its pioneering good practice manual, to its burgeoning meta-search engine. The challenges faced by the programme, such as women's lack of property ownership or bank accounts, also shine a light on key issues that tourism initiatives in the region must consider.

### Case study 3.7 on women in tourism – Latin America and the Caribbean:

#### International Federation of Women Tourism Business Executives (FIASEET)

The International Federation of Women Tourism Business Executives (Federación Internacional de Asociaciones de Ejecutivas de Empresas Turísticas – FIASEET) is the most prominent regional network in Latin America and the Caribbean which seeks to improve tourism development by improving women's experiences as tourism workers and enhancing their active decision-making role in the private sector. The federation includes associations (Asociaciones de Ejecutivas de Empresas Turísticas – ASEETs) in Argentina, Brasil, Chile, Colombia, Mexico, Paraguay, Peru and, recently, Spain.

One of FIASEET's main achievements has been women's integration in tourism businesses in order to benefit the tourism sector overall. Associates can share and discuss their needs, while collectively developing ways to improve their businesses and tourism itself. For example, the Chief of ASEET Patagonia, Argentina, points to their work to promote the Code of Conduct for the Protection of Children and Adolescents in the Travel and Tourism Sector. As of 2018, ASEET Patagonia is implementing a project with ASEET Osorno, Chile, to train trainers and develop protocols for tracking child abuse in the tourism sector.

As a women-led organization, the main challenge FIASEET has faced concerns its credibility. ASEET Patagonia notes that women often feel pressure to prove themselves in the business sector, especially as women are not used to holding decision-making positions in businesses. Nonetheless, many of FIASEET's associates have held positions of significant responsibility, as tourism directors, ministers and business owners.

### Lessons learned

FIASEET's experience reveals the importance of women's networks in supporting women to excel as leaders in the tourism private sector, particularly through knowledge exchange and collectively devising solutions to challenges. It also underlines the continued pressure women face given their underrepresentation in decision-making and, therefore, the continued need to support women's leadership.

## Gender, community and tourism in Latin America and the Caribbean

Women have successfully used tourism as an opportunity to gain more of a voice in their communities, albeit with little support from tourism stakeholders. More initiatives by tourism authorities and stakeholders are required to foster gender sensitive tourism development on the ground – a key step to catalyze tourism as a driver of sustainable development across the region.

For example, the relationship between water, gender equality and tourism is key in the region. As women perform the bulk of unpaid care and domestic work, they are largely responsible for households' water supplies. The Gender Equality Observatory at the Economic Commission for Latin America and the Caribbean (ECLAC), for example, found that Mexican women perform 53.9 hours of unpaid work, while men perform 19.4 hours, per week.<sup>79</sup> Due to the strain which tourism exerts over local water supplies, women have organized resistance to unsustainable tourism development in Mexico and around the region.<sup>80</sup> As case studies in this report show, women have also been central to community-based tourism initiatives that promote poverty reduction, women's empowerment and environmental conservation in Latin America.

## Gender in Latin America and the Caribbean's tourism policy frameworks and initiatives

Public sector tourism stakeholders in Latin America and the Caribbean appear to understand the importance of integrating gender equality in tourism. However, they tend to focus exclusively on hotels and accommodation, an industry considered 'representative' of the tourism sector as a whole, and one which is more likely to employ women. Overall, the region lacks gender responsive tourism policies. As a result, there is a lack of information on gender sensitive tourism, the situation of women in tourism, and the gender dimensions of tourism.

79 Figures in other countries vary, in Costa Rica they are 51.5 hours for women versus 21.1 hours for men; in Argentina, they are 42.4 hours for women versus 17.3 for men; in Chile they are 42.1 hours for women versus 19 hours for men; and in Peru they are 39.7 hours for women versus 15.8 hours for men.

80 Cole, S. and Ferguson, L. (2015), 'Towards a gendered political economy of water and tourism', *Tourism Geographies*, volume 17 (4), pp. 511–528.

## 3.5 Conclusions and recommendations on world regions

In all four world regions studied, women are the majority of tourism employees. However, across regions they are also likely to work in low-level or low-paid employment at the base of the occupational pyramid. Using the accommodation and food services sector as a proxy, on average 69% of people employed in tourism in Africa are women. Yet, women in Africa are less likely to reach professional-level employment and entrepreneurship positions – leading to lower wages and fewer opportunities than those enjoyed by men. Similarly, women and youth in Asia and the Pacific are as over-represented in tourism work, particularly lower paid positions and employment with poorer working conditions. It is more common to find women in self-employment roles in developing economies in Asia and the Pacific, than in developed economies. Women are also the majority of tourism workers in Latin America and the Caribbean. The feminization of low skill tourism work takes a negative toll on women in Latin America and the Caribbean and in Europe, especially on women immigrants. As discussed above, research in Nicaragua suggests that tourism employers often consider migrant women as docile workers who can be paid extremely low wages. Although women are well-represented as workers in tourism in Europe, they do not have the best jobs, incomes and positions in tourism employment. They are disproportionately represented at the low skills level and in poorly paid employment. The case studies also suggest that, in all world regions, intersectional identities – ethnicity, race, economic background, nationality, migration status, disability, age, sexuality and other factors – intersect with gender to restrain women's opportunities in tourism.

In Europe, women's employment in tourism is more likely to be part-time than in the broader economy. In other regions, informality is a major trend in tourism employment, particularly in Africa and Latin America and the Caribbean. The fact that African women are less likely to negotiate formal tourism employment contracts creates job insecurity and leaves them vulnerable to poor working conditions. While informal tourism work offers many women in Latin America incomes and potential empowerment, it also limits access to social security and associated services. These findings indicate that while the quantity of women's employment in tourism is immense, its quality remains poor.

In Africa, quality tourism training is generally lacking, compared to other regions. Available training opportunities are unlikely to be within the reach of many African women and girls because of costs and other social constraints, such as early marriages.

While there are relatively many women in high-level tourism leadership and management positions in Africa (29%) compared to other sectors, there are still fewer women than men in these positions. In Asia, women's representation is diluted as the level of management rises. This is also true for Latin America and the Caribbean, and Europe. This report cites instances of women across all regions organizing to promote gender equality and empowerment through community-based tourism.

In all regions, gender roles and norms – which dictate what is considered acceptable for women and men, and assign primary responsibility for care work to women – limit women's participation in tourism employment, entrepreneurship, training and leadership roles. In Africa, patriarchal customs that limit women's mobility and free participation in the public sphere hold many women back. Similarly, norms in Asia and the Pacific tend to disadvantage women who aspire to a reasonable balance between work and care responsibilities. In Latin America and the Caribbean, a lack of education and training, especially among rural women, dissuade them from entrepreneurship or high-level tourism work. In Europe too, challenges around work-life balance limit women's ability to



benefit fully from tourism opportunities. In all regions, sexual harassment, gender-based violence and stereotyping pose serious risks for women in tourism as workers *and* travellers.

Several tourism policy frameworks and initiatives in Africa recognize the role of women. By contrast, the Asia and the Pacific region has fairly few policies or practice to empower women in tourism. Similarly, Latin America and the Caribbean lacks gender responsive tourism policies, as does Europe, despite the importance of gender equality in EU politics.

Based on these findings, this report offers the following recommendations for each world region analysed.

Table 3.2: **Recommendations on gender equality and tourism in world regions**

Region	Recommendation	Stakeholders	SDGs involved
<b>Africa</b>	- Promote women's education and training to facilitate the participation of a wider range of women in the tourism sector in the region.	National tourism administrations Tourism education institutes	
	- Increase women's access to finance and technology in order to facilitate greater economic empowerment through tourism entrepreneurship.	Private sector	
<b>Asia and the Pacific</b>	- Increase awareness of the importance of gender equality and women's empowerment to the tourism sector in the region.	National tourism administrations	
	- Explore ways to use local values and concepts of women's leadership to promote women's participation in tourism businesses and decision-making	National mechanisms for gender equality Private sector	
<b>Europe</b>	- Integrate tourism issues more systematically into the gender mainstreaming strategies of the region.	National tourism administrations	
	- Continue to improve women's working conditions in the sector, particularly in the hotel and accommodation industry.	National mechanisms for gender equality	
<b>Latin America and the Caribbean</b>	- Integrate women's rights and gender equality more substantively into community-based tourism initiatives.	National tourism administrations	
	- Ensure that women benefit from community-based tourism in the region by investing in women's cooperatives and organizations.	National mechanisms for gender equality Donor agencies NGOs and civil society	

## Chapter 4: Tourism industries



<https://www.unwto.org/doi/10.18111/9789289420384> - Tuesday, January 12, 2021 11:23:08 AM - IP Address: 89.149.87.160

This chapter presents an in-depth focus on gender equality in four key industries in the contemporary tourism sector: digital platforms and technology, hotels and accommodation, tour operators, and community-based tourism.

Women are chronically underrepresented in digital platforms and technology, particularly women of colour. Globally, only 25% of persons employed in IT are women and 5% of tech start-ups are owned by women.<sup>1</sup> Although digital technologies are becoming a more prominent issue in tourism, gender equality has not yet been explicitly explored. Nonetheless, examples exist of digital tourism platforms and technological solutions working for women's empowerment in the sector.

As noted above, women represent 54% of the tourism work force. However, the Hospitality Industry Pipeline Coalition estimates that women hold less than 40% of managerial positions in the hospitality sector, less than 20% of general management roles and less than 8% of board positions.<sup>2</sup> In all regions, the accommodation industry employs many women at the lower levels but very few in higher management; moreover, women's mean hourly rate is significantly lower than men across regions.

Trends among tour operators and travel agencies reflect the gender pay gap that exists across tourism industries. Jobs like tour guides are highly male-dominated across regions – from Africa to Asia and the Pacific – underpinned by restrictive gender norms, stereotypes, gender-based violence, sexual harassment and security concerns, as reflected in several case studies in this report.

Community-based tourism, alongside accommodation, is the industry in which most women engage around the world. Women's participation in community-based tourism is high worldwide, with a particularly long history in Latin America and the Caribbean. Successful examples of promoting gender equality and women's empowerment in community-based tourism abound around the world.

## 4.1 Digital platforms and technology

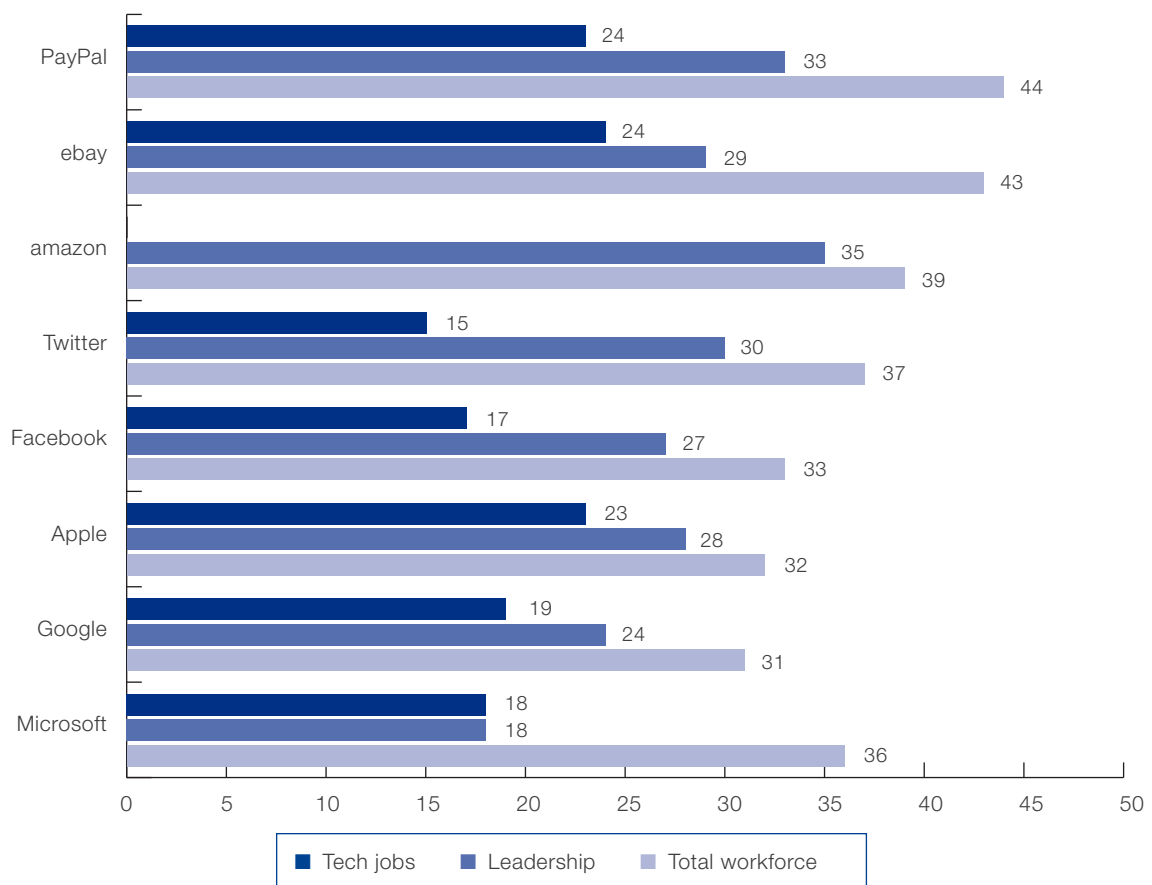
### 4.1.1 Women in information technology (IT)

In this report, the terms *digital platforms* and *technology* are taken to represent the digital technologies used in the tourism sector, in line with discussions on digital platforms and tourism pioneered by the World Bank.<sup>3</sup> In contrast to tourism – which is made up mostly of women – women are chronically underrepresented in 'tech', as shown in figure 4.1.

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- 1 David, B. (2018), 'Gender Equality: A Trend The Tech Sector Needs To Get Behind', *Forbes*, 27 June 2018 (online), available at: [www.forbes.com/sites/forbestechcouncil/2018/06/27/gender-equality-a-trend-the-tech-sector-needs-to-get-behind/#625a4ccd717b](http://www.forbes.com/sites/forbestechcouncil/2018/06/27/gender-equality-a-trend-the-tech-sector-needs-to-get-behind/#625a4ccd717b) (01-07-2019).
  - 2 Baum, T. and Cheung, C. (2015), *Women in Tourism & Hospitality: Unlocking the Potential in the Talent Pool*, Hospitality Industry Pipeline Coalition Coalition/Diageo, London (online), available at: [www.diageo.com/pr1346/aws/media/1269/women\\_in\\_hospitality\\_\\_\\_tourism\\_white\\_paper.pdf](http://www.diageo.com/pr1346/aws/media/1269/women_in_hospitality___tourism_white_paper.pdf) (01-07-2019).
  - 3 World Bank (2018), *Digital Platforms and the Future of Tourism*, World Bank, Washington, D.C. (online), available at: [www.worldbank.org](http://www.worldbank.org) (01-07-2019).

https://www.e-unwto.org/doi/book/10.18111/9789284420384 - Tuesday, January 12, 2021 11:23:08 AM - IP Address:89.149.87.160

Figure 4.1: Female employees in major tech companies (%)



Note: Data from World Economic Forum Statista based on company reports with the latest available data as of February 2017. For more information, see: [www.weforum.org/agenda/2017/08/women-in-tech-gender-parity/](http://www.weforum.org/agenda/2017/08/women-in-tech-gender-parity/).

Source: World Economic Forum (2017).

Focussing only on tech jobs in these companies, the proportion of women is even lower. At Twitter, for example, only 15% of tech roles are occupied by women.<sup>4</sup>

A recent report by the McKinsey Global Institute identifies some key reasons for this gender inequality in the information technology sector. For example, companies do not tend to apply a gender lens to their corporate social responsibility (CSR) and philanthropy, with a very low proportion focussing explicitly on women and girls in tech.<sup>5</sup> In North America, McKinsey finds that women of colour represent only 4% of technical roles in tech companies and are almost completely absent at the senior leadership level; while men of colour are also under-represented, “they participate at almost three times the rate of women of color”.<sup>6</sup> While companies may focus on minority communities in general, there are few

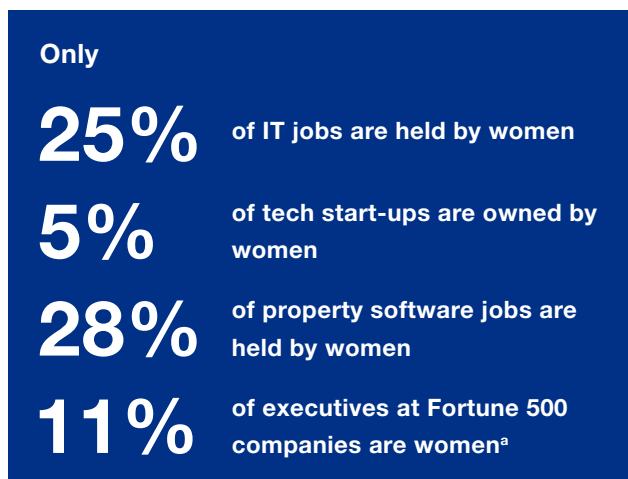
4 For more information, see: [www.weforum.org/agenda/2017/08/women-in-tech-gender-parity/](http://www.weforum.org/agenda/2017/08/women-in-tech-gender-parity/).

5 Conway, M.; Ellingrud, K., Nowski, T. and Wittemyer, R. (2018), *Closing the tech gender gap through philanthropy and corporate social responsibility*, McKinsey Global Institute, New York (online), available at: [www.mckinsey.com](http://www.mckinsey.com) (01-07-2019).

6 Ibid.

programmes specifically targeted to removing barriers for women of colour. The McKinsey report points out that:

“Digital can help to solve some of the challenges that women face: applications to control their own money, to assist women in becoming health entrepreneurs, to connect women working on similar fields, and so on. Technology allows women to make the most of their potential is truly tapped, it can turbocharge progress towards gender equality.”<sup>7</sup>



a) David, B. (2018).

Women’s access to and use of digital technologies lags behind men’s. For example, the Global System for Mobile Communications Association (GSMA) Connected Women programme argued that “[while] mobile connectivity is spreading quickly, it is not spreading equally.” In 2018, it found that women in low- and middle-income countries are, on average, 10% less likely to own a mobile phone than men and 26% less likely to use mobile Internet (18% less likely among mobile owners). The gender gap in access to technologies is widest in South Asia and Africa, driven by cost, low digital literacy, a lack of awareness, and safety and security-related issues.<sup>8</sup> A recent European Commission report on women active in the information and communications technology sector identifies a number of key themes for exploring persistent gender inequalities:<sup>9</sup>

- Gaps and differences in access to and use of digital technologies;
- Gaps and differences in digital-related education, specifically segregation across fields of study among women and men, and girls and boys;
- Women’s low participation in the digital labour market, in particular in high-quality employment and top management positions; and
- ICT, cybercrime and gender.

7 Madgavkar, A.; Ellingrud, K. and Krishna, M. (2018), *How can digital technology speed up gender equality?*, McKinsey Global Institute, New York (online), available at: [www.mckinsey.com](http://www.mckinsey.com) (01-07-2019).

8 Rowntree, O. (2018), *GSMA Connected Women: The Mobile Gender Gap Report 2018*, Global System for Mobile Communications (GSMA) Association, Insights Manager, Connected Women GSMA, London (online), available at: [www.gsma.com](http://www.gsma.com) (01-07-2019).

9 European Commission (2013), *Women active in the ICT sector*, European Commission, Brussels (online), available at: <https://ec.europa.eu> (01-07-2019).

When the 2019 edition of the World Mobile Congress was held in Barcelona, Spain, only 11 of 28 speakers were women. The profile of congress attendees is overwhelmingly uniform – the vast majority are men, between the ages of 30 and 35 years, typically executives and almost always ‘white’. A glance at the congress reveals that it is a microcosm of the tech industry as a whole. The European Commission reports that women represent only 30% of the approximately 7 million people working in the ICT sector. Moreover, very few ever reach high-level positions. As in the industry at large, women’s presence is growing at the congress – albeit slowly, rising from 21% in 2017 to 28% in 2018. As Lidia Arroyo, a sociologist and researcher at the GenTic group explained, “[to] access a congress of this type you have to have a high purchasing power or be in a contact network of the ICT field.” Fewer women at the congress reflects the low levels of women in the sector, alongside the obstacles that women in tech face: from the wage gap to the challenge of reaching high-level positions within companies.

While women are barely visible at conferences, round tables or presentations of tech giants, almost all company stands are fronted by young women working as hostesses. These jobs have been labelled “precarious and sexist” by the major Spanish labour union, the Unión General de Trabajadores (UGT). It is hard to consider them in any other light when it emerged that hostesses who are over 1.75 metres tall earn EUR 7.2 euros per hour, while those who are not earn EUR 1 less. The Catalan regional government refused to allow several job offers due to the “possible sexist discrimination” involved.

The Global System for Mobile Communications (GSMA), organizer of the World Mobile Congress, launched the Women4Tech programme in 2017 to combat the gender gap in technology. At the Congress, several organizations, including the AllWomen.tech group, organize initiatives to promote women’s entry into the field. Offering role models is considered fundamental, since gender gap in technology begins with education: In Spain, according to government statistics, only 14.7% of computer engineering students are women. Laura Fernández, co-founder of AllWomen.tech explains that getting more women into the field is, in large part “a matter of empowering ourselves, having role models and creating a mirror effect. That is, to show that you, as a woman, can also do it.”<sup>a</sup>

a) Rubio, I. (2019), ‘¿Dónde están las mujeres? El desafío de lograr la igualdad en el MWC’, *El País*, 28 February 2019 (online), available at: [https://elpais.com/tecnologia/2019/02/28/actualidad/1551357972\\_958211.html](https://elpais.com/tecnologia/2019/02/28/actualidad/1551357972_958211.html) (01-07-2019).

#### 4.1.2 Initiatives that promote gender equality and women’s empowerment in the technology sector

Despite strong gender imbalances in the sector, a number of initiatives can be identified that aim to promote gender equality and women’s empowerment in technology such as:

**The Global Partnership for Gender Equality in the Digital Age** is a multi-stakeholder initiative implemented by the International Telecommunications Union (ITU) and UN Women to achieve digital gender equality at both the global and national levels. The partnership focusses on addressing SDG 5b (Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women) through three areas of action (see: [www.itu.int/en/equals/Pages/default.aspx](http://www.itu.int/en/equals/Pages/default.aspx)):

- Achieving equal access to digital technologies;
- Empowering women and girls with the skills to become ICT creators; and
- Promoting women as ICT leaders and entrepreneurs.

**Digital Justice Project** is a collaborative research and advocacy initiative of IT for Change, based in Bangalore, India, and Development Alternatives with Women for a New Era (DAWN) with its headquarters in Suva, Fiji. The project aims to re-interpret the emerging techno-social paradigm from a southern feminist standpoint. It connects debates about gender justice and women’s human rights on the one hand, and emerging issues at the digital frontier on the other, to develop, support and strengthen feminist analysis and action around technology in the global south (see: [www.itforchange.net](http://www.itforchange.net)).

**Digital2Equal** is an initiative led by the International Finance Corporation (IFC) that brings together 17 leading technology companies to boost opportunities for women in emerging markets. Participating companies agreed, during the 18-month initiative, to take steps to expand women's access to employment, assets and business opportunities across their online platforms. These range from closing gender gaps in their workforce to boosting opportunities for women consumers, or providers of services and products, on their online marketplaces (see: [www.ifc.org](http://www.ifc.org)).

**Male Champions of Change** is a project founded in the United Kingdom and supported by 15 global tech companies which engages men with power to work in conjunction with women to attain equality in the workplace, working hand in hand with UN Women's HeforShe campaign (see: <https://malechampionsofchange.com>).

**Girls Learning Code** in Canada (see: [www.canadalearningcode.ca/program/girls-learning-code](http://www.canadalearningcode.ca/program/girls-learning-code)), and **Girls Who Code** (see: <https://girlswhocode.com>) and **Kode With Klossy** (see: [www.kodewithklossy.com](http://www.kodewithklossy.com)), both based in the United States of America, are three platforms which offer girls in secondary school the opportunity to learn how to code while receiving mentorship from women leaders in the field of technology.

**Women in Technology International** is a global network of more than two million tech-savvy women with the goal of "inspiring, connecting, and advocating for women in computing and technology careers" (see: [www.witi.com](http://www.witi.com)).

**Ignite** is an initiative supported by the Global Fund for Women, created to fight against the digital gender gap. It highlights unheard stories about women and girls in technology, shows the impact of equal access to technology for women and girls, and makes the case for using technology as a tool to build a more equal world. Ignite fights against the digital gender gap through different approaches – such as by getting women involved in the global technology revolution; highlighting women leadership in technological progress; getting girls started early studying/working with technology; getting everyone involved to end the gender technology gap; and finding and supporting change-makers, particularly by highlighting the work of organizations around the world who are creating change on the ground (see: <http://ignite.globalfundforwomen.org/gallery/five-ways-technology-can-build-gender-equality>).

### 4.1.3 Gender, tourism and digital transformation

Digital technologies are transforming the tourism sector worldwide. As the World Bank argues, digital platforms "have the potential to give small tourism businesses in emerging destinations direct access to a global market of travel consumers for the first time".<sup>10</sup> Digital platforms also open up new avenues for the so-called 'sharing economy'. According to *Tourism and the Sharing Economy*, the annual growth rate for the global peer-to-peer accommodation is estimated at 31% (2013–2025), six times the growth rate of traditional tourism accommodation.<sup>11</sup> These trends offer immense opportunities for women in tourism, with technology expanding their prospects for accessing markets and boosting women's entrepreneurship.

10 World Bank (2018), *Digital Platforms and the Future of Tourism*, World Bank, Washington, D.C. (online), available at: [www.worldbank.org](http://www.worldbank.org) (01-07-2019).

11 Bakker, M. H. E. and Twining-Ward, L. (2018), *Tourism and the Sharing Economy: Policy & Potential of Sustainable Peer-to-Peer Accommodation*, World Bank, Washington, D.C. (online), available at: [www.worldbank.org](http://www.worldbank.org) (01-07-2019).



## Snapshot 4.2 on digital platforms and technology: **Amadeus**

Following the appointment of a Chief Diversity Officer in 2015, Amadeus has worked to ensure that they have a robust framework and processes to help deliver on their diversity and inclusion strategy. This involves regularly reviewing selection and remuneration processes for gender bias, and ensuring that job offers are gender neutral. As Sabine Hansen Peck, Senior Vice President of People, Culture, Communication and Brand, explained:

“We know that diversity makes business sense. More importantly, I firmly believe that it makes human sense too. At Amadeus we aim to build an environment where you can be who you are, and where there are fair and equal opportunities for professional as well as for personal growth.”

Women’s empowerment is also promoted through cross-mentoring programmes, employee-led resource groups in many offices and the work of the Amadeus Women’s Network. There are ten active women’s networks across Amadeus – in Madrid, Spain; Nice, France; Erding and Bad Homburg, Germany; Antwerp, Belgium; the United States of America; Bangkok, Thailand; Dubai, United Arab Emirates; London, United Kingdom; and at Navitaire (United States of America), an Amadeus company. Amadeus offers a variety of flexible working arrangements, such as part-time, teleworking and distance working, while encouraging both women and men to take advantage of these benefits. It promotes future gender equality by encouraging girls and young women to pursue careers in science, technology, engineering and mathematics (STEM) fields by supporting Inspiring Girls in Spain and sponsoring the Code First: Girls conference in London.

Speaking of changes over the past 20 years, Julia Sattel, Senior Vice President of Airlines and global head of airline IT, noted:

“When I came to Airlines, there were 20% women and these were secretaries. Now, I have a pretty solid leadership team consisting of quite a number of women, but you have to systematically call these people in, encourage them, and give them the opportunity. [...] I think technology is a great opportunity to demonstrate the value of diversity.”

While there is plenty of research and action on gender equality in technology at the sector-wide level, little has been done in relation to tourism. Similarly, although digital tourism is becoming a more prominent issue in the sector, gender aspects have not yet been explicitly highlighted at this stage. At the 2018 UNWTO World Tourism Day on *Tourism and the Digital Transformation*, 20 semi-finalists took part in the first UNWTO *Tourism Startup Competition*, held in partnership with Globalia. The competition sought to identify innovative start-ups capable of transforming the way people travel and experience tourism, while adhering closely to the principles of sustainability in all its forms: economic, social and environmental. Areas such as community development (15%), the future of travel (35%) and the tourism experience (50%) were addressed. During the competition event, all but one of the semi-finalists were represented by men CEOs and co-founders.<sup>12</sup> This is reflective of the male-dominated nature of the technology sector as outlined above, but is not in line with the predominance of women in the tourism sector. It may also reflect the tendency to think in siloes – treating issues of technology and gender as separate, rather than mainstreaming gender across the technology sector.

12 World Tourism Organization (2018), *World Tourism Day 2018 Official Celebration: “Tourism and the Digital Transformation”, List of Semifinalists*, UNWTO, Madrid (online), available at: [http://cf.cdn.unwto.org/sites/all/files/pdf/startups\\_-\\_list\\_of\\_semifinalists.pdf](http://cf.cdn.unwto.org/sites/all/files/pdf/startups_-_list_of_semifinalists.pdf) (01-07-2019).

## Case study 4.1 on digital platforms and technology: TIC/AS, Costa Rica

As at the global level, Costa Rica's technology sector is dominated by urban, formally educated men, and the country has very few women engineers or IT professionals. Since 2013, the TIC/AS<sup>a</sup> initiative in Costa Rica has supported women to create digital technologies, bringing a diverse group of women together to reimagine the technological landscape. Managed by the cooperative, Sulá Batsú, with funding from UN Women's Trust Fund for Gender Equality, it encourages women from all parts of society – rural women, women of African descent and indigenous women – not just to use technology, but rather to *propose* and *build* their own technology products.

As of 2018, the TIC/AS initiative included 3,000 women from between the ages of 15 and 35, from all parts of Costa Rica, with different specializations. Training is a key component, encompassing technology cafés, workshops, training sessions, 'hackathons' and business incubation services. The focus is on enabling women to better understand technology, and how to build it. During the trainings, women identified how major problems facing society – water, transport, corruption and violence – have a particular impact on them, and how technologies can address these.

Tourism has been a key focus for TIC/AS since its inception, due to its major role in Costa Rica's economy. Technologies developed for the tourism sector by TIC/AS participants have been geared towards two areas – environmental maintenance and sustainability, and cultural tourism. In all cases, they include a strong business model.

Following training, women built support networks using digital technology that bring together 800 women from all walks of life. This network has become politically engaged, participating in the development of Costa Rica's technology strategy and advocating for a gender perspective in public policy on technology. In training workshops, women identified their concerns with data issues, privacy and environmental issues. Thus, the initiative is developing new business models for technology that draw on women's experiences and integrate transparent algorithms, consent and environmental responsibility.

The TIC/AS initiative has highlighted the challenges in creating space for women to *invent* technology, not just develop it. Current technology education is geared towards serving market needs, not about creating and thinking about technology. The focus of current educational programmes is to *train technical people*, it is not focussed on *technology creation*. The initiative has highlighted that technology is very resistant to women and women's initiatives. As such, it is important for women to work collectively to claim an alternative vision of how technology can be used in tourism – this is not something that can be achieved on an individual basis. This must be an ongoing process that builds networks with universities, ministries, women's organizations and the private sector.

### Lessons learned

TIC/AS can be considered an excellent example of how technology can be harnessed to champion gender equality and pay attention to women's needs in the tourism sector. The results of the programme have shown that it is possible for all kinds of women to participate in constructing and reimagining tourism-focussed technology; it is not just something for (predominantly male) engineers, but instead can be made accessible to all women. The programme also demonstrates that it is possible to construct technology products that aim to resolve problems in women's daily lives in tourism. Nevertheless, it also highlights the continuing challenges facing women in IT – challenges that public policy and the private sector both need to address in order to support women's participation in technology creation and production in tourism and beyond.

- a) The name comes from the Spanish phrase for 'information and communication technologies' (*tecnologías de la información y comunicación*), combined with the colloquial name for Costa Rican women, *ticas*.

In addition to the digital transformation of the tourism sector, other types of technology are also being used to improve the safety, security and status of women working in the tourism sector. The case of Chicago, Illinois in the United States of America, provides a good example when in April 2017, Alderman Michelle Harris introduced an ordinance that relies on technology to protect hotel workers from sexual harassment and assault, the majority of whom are women of colour and immigrants.

Passed by the City Council on 11 October 2017 and amended in June 2018, this ‘Hands Off, Pants On’ ordinance has three main features. The ordinance:<sup>13</sup>

1. Requires hotel employers to provide a ‘panic button’ to hotel workers who are assigned to clean or restock guest rooms or restrooms alone, including hotel housekeepers. A panic button is “a portable emergency contact device that a hotel worker can quickly activate to summon prompt, on-scene assistance by a hotel security officer, manager or other appropriate hotel staff member designated by the hotel employer”;
2. Requires hotel employers to develop, maintain and comply with a written anti-sexual harassment policy which encourages hotel workers to report instances of sexual harassment and assault by guests, describe the procedure that workers and employers follow when such a report is made, and affords workers the right to stop work, leave the immediate area where danger is perceived and be assigned to work on a different floor or area; and
3. Prohibits hotel employers from retaliating against a hotel worker for reporting sexual harassment or assault, using the panic button, or exercising any other right afforded by the ordinance.

This is a strong example of how tourism enterprises can use technology – in this case, panic buttons – to fight back against sexual harassment, protect their workers and promote safe workplaces. It also illustrates how the public sector has a vital role to play in requiring companies to develop policies, devise innovative (potentially technology driven) solutions and implement these in order to improve the lives of women working in tourism.

**Box 4.1: Examples of digital solutions geared towards women travellers**

- Chirpey – women-only app for travel planning (co-founded by Karyn Lim, Ngin Yun Chuan and Ong Qi Yong; see: <https://chirpey.co>).
- Turlina – app for solo female travellers to find female travel partners (co-founded by Sandra Preuss and Michael Klumpp; see: <http://turlina.com>).
- DriveHER – women-only ride-share app (founded by Aisha Addo; see: [www.driveher.co.nz](http://www.driveher.co.nz)).

13 UNITE HERE Local 1 (2019), *Learn about the “Hands Off Pants On” Ordinance*, Unite Here Local 1, Chicago (online), available at: [www.handsoffpantson.org](http://www.handsoffpantson.org) (01-07-2019).



Snapshot 4.3 on digital platforms and technology: **Booking.com**

Booking.com's Booking Booster accelerator programme (see: <https://vc4a.com/booking/booking-booster-2019>) consists of supporting the next stage of start-ups projected through a three-week programme involving a series of lectures, hands-on workshops and coaching, culminating in a final pitch to receive a scaling grant of up to EUR 500,000. The programme has supported a number of women's initiatives. As Irene de Bot from Booking.com states:

"We are very proud of the work they are doing and how they have grown their organizations since. They all have a unique model in this market and we consider them to be role models for others."

The company has also launched the Technology Playmakers Awards (see: <http://techplaymakerawards.com>), celebrating and recognizing women who have disrupted or are transforming businesses, industries and communities through the use of technology.

Technology is a key issue for gender equality in all sectors, including tourism. This is acknowledged within Sustainable Development Goal 5b, which commits states to "enhance the use of enabling technology, in particular information and communications technology (ICTs), to promote the empowerment of women". Technology and digital platforms are rapidly becoming important parts of the tourism sector – with an influence that cuts across world regions and major tourism industries, from accommodation to tour operators and transport. Integrating a gender perspective in technology is particularly important due to the overwhelming male dominance within the sphere of information technology (IT).

FairHotel.org is an initiative developed by the United States trade union UNITE HERE, which represents hotel and hospitality workers – the vast majority of whom are women. The website and application are intended for those who plan meetings and conferences, enabling customers to be able to be sure that women workers' rights are being protected. The technological tools are situated inside a relationship between the women workers, the trade union management and the partners of the initiative.

As FairHotel is embedded within the Union, it gives customers the opportunity to support women workers' rights, and more broadly builds consumer power and demand within companies for worker protection. Partners and individuals use the application and website which, in turn, generates support for women workers in contract disputes. Key aspects in the FairHotel programme include equal pay and decent working conditions, such as maternity leave, holidays, shifts, schedules, health care and pensions. Non-union hotel workers do not have these rights. The website and application grant customers access to information they would not otherwise have. Moreover, at large conventions, women workers are invited to address the audience. This builds organizational and individual support for the initiative and impetus to begin using the tool. As labour disputes at hotels often indicate gender inequality in the workforce, FairHotel is an important tool for tackling this issue.

Second, the tool has direct benefits for gender equality. It unravels complex issues, makes them simple for the consumer, and supports people to persuade companies to act differently in terms of women workers. It also represents a way for female workers to reach out to customers without going through hotel management. This means that anyone concerned with women workers' rights has a tool which lets them access the experiences of women workers at a particular hotel, giving them peace of mind that women employees are well treated where they are staying. Through technology, this allows for horizontal communication for women workers and consumers, while enabling hotel guests to actively support women workers' rights by choosing union hotels.

Despite successes, the initiative has also faced challenges. With over 900 hotels in the database, it is important to make sure it is updated weekly, which requires significant human resources. A broader, more deep-seated challenge is the high level of gender-segregation in the hotel industry. The union provides training programmes and supports grievance processes. However, there is far more work to be done. Another challenge includes FairHotel's small budget and limited marketing capacity, meaning they are unable to rival the marketing of the large digital platforms and hotels. The initiative is very much reliant on a customer-driven approach.

Following the success of the programme in the United States of America, similar initiatives have been developed in other countries, including Croatia, Denmark, Ireland, Norway, Slovenia and Sweden. Along with the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF), UNITE HERE is working to see how to improve and enhance this on-going commitment to hospitality customers. This involves updating and improving the website, recruiting more partners to the initiative and engaging with international organizations, such as UN agencies.

### **Lessons learned**

FairHotel is a useful example of how technologies can be harnessed to promote gender equality and women's empowerment in tourism. It particularly highlights the power of a customer-driven approach that relies on helping consumers make informed decisions in aid of women workers' rights by presenting complex information in a simple, accessible manner. While this is a novel approach that empowers both consumers and workers – supporting both to persuade companies to act differently – it also entails challenges. It is vital to recall the need for human resources to keep such websites and applications up-to-date, alongside the resources needed to market such initiatives effectively. The case study also points to the importance of trade union leadership's support for technological solutions to the challenges that women tourism workers face.

#### 4.1.4 Research on gender, tourism and the digital economy

Key publications on tourism and the new platform tourism services identify potential socioeconomic and environmental issues, along with the potential for digital tourism to contribute to income-generation.<sup>14</sup> However, to date, these have not been explored from a gender perspective. One exception is the World Bank's report on *Tourism and the Sharing Economy*, mentioned above, which considers the gender of Airbnb hosts. Another is the campaign by the National Domestic Workers Alliance in the United States of America, which acknowledged the importance of Airbnb's Living Wage Pledge to ensure that cleaners working for Airbnb hosts are paid a living wage. Such initiatives are important examples of how the technology sector in tourism is beginning to engage with issues of gender equality, as explored in the case studies below.

##### Case study 4.3 on digital platforms and technology:

##### **Self-Employed Women's Association (SEWA), India, and Airbnb, United States of America**

In November 2016, the Self-Employed Women's Association (SEWA) and Airbnb signed a Memorandum of Understanding to promote decent work through new platform tourism services and technology. Airbnb began funding training in Gujarat, in association with local trainers and organizations. By May 2017, nine Airbnb listings went live – all based in the homes of SEWA members. An assessment of the project in 2018 showed that the original ten women had high numbers of bookings from over 50 different countries.

From Airbnb's perspective, this pilot initiative with SEWA was a particular success because it built women's capacity, skills and interest in engaging with technology, it generated new income opportunities for women and offered concrete insights to strengthen women's empowerment programmes. The women who participated were motivated to learn more about technology and build their skills in this area. Women's hosting businesses have generated new income-generation opportunities for other women in the community – for example craft work and the Airbnb Experiences platform. Members of SEWA travelled to Airbnb head office in San Francisco to speak to the Global Team about their experiences. This was useful for Airbnb staff as the SEWA representatives clearly explained the challenges they faced when engaging with the platform and the project.

Parts of the training were delivered by the manager of a training school – providing a background context in members' own language to overcome cultural and linguistic barriers. By the end of the training, it was agreed that six or seven women were ready to begin the project. Following the training, SEWA further developed and adapted Airbnb's training materials to make them more relevant to their members.

Developing Airbnb listings was a challenge for SEWA hosts. They require considerable writing skills to target the text to a global audience, as Airbnb does not write on behalf of hosts. In response to this, Airbnb looked at similar rural listings and created a template, which allowed the SEWA hosts to add specific keywords relevant to their listing and area. In this pilot, Airbnb did not have the capacity to provide digital training. However, it agreed that training on the platform and the application should be included in the early trainings for these kinds of initiatives. In addition to the challenges of developing the listings, some women did not have a bank account or SEWA was not able to map their members' bank accounts.

In addition, the SEWA women did not speak English, making it difficult to communicate with guests. They used Google Translate to support them. This highlights the importance of having the Airbnb app in local languages so that women hosts can maximize the use of digital tourism platforms. In response to these challenges, SEWA developed a hub and model for platform management, in which two hosts managed the platform on behalf of other women.

SEWA was mentioned explicitly in these listings. This cooperative and collaborative model is useful for such initiatives in their early stages, as women are learning to use the platform, manage bookings and interact with guests. Airbnb is continuing to develop similar projects in north-east India among other countries as part of its broader programme to bring the benefits of digital tourism platforms to women the world over.

14 For more information, see: [www.europarl.europa.eu/RegData/etudes/BRIE/2017/595897/EPRS\\_BRI\(2017\)595897\\_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/BRIE/2017/595897/EPRS_BRI(2017)595897_EN.pdf) and [www.e-unwto.org/doi/pdf/10.18111/9789284419081](https://www.e-unwto.org/doi/pdf/10.18111/9789284419081).

## Lessons learned

The SEWA/Airbnb partnership is a strong example of integrating rural women into digital tourism platforms, while using these platforms to promote gender equality and women's empowerment. It draws attention to the power of collaboration between the private sector and civil society as a stepping stone to equitably distribute the benefits of tourism. Both stakeholders have a great deal to learn from one another, enabling international companies to incorporate local insights into their women's empowerment programmes, while facilitating civil society organizations to engage productively with private enterprises. The case study underscores the importance of training and adapting initiatives and training materials to local women's needs.

## 4.2 Hotels and accommodation

### 4.2.1 Policy frameworks on accommodation

ILO Convention C172, Working Conditions (Hotels and Restaurants) (1991)<sup>15</sup> sets standards for work in hotels and restaurants. It commits signatory states to:

- Ensuring “a policy designed to improve the working conditions”, alongside
- Basic rights for workers:
  - “Reasonable normal hours of work”;
  - “Minimum daily and weekly rest periods”;
  - “Compensation in time or remuneration of work on holidays”; and
  - “Payment of basic remuneration at regular intervals”.

To date, however, only 16 states are parties to the convention – Austria, Barbados, Belgium, Cyprus, the Dominican Republic, Fiji, Germany, Guyana, Iraq, Ireland, Lebanon, Luxembourg, Mexico, Spain, Switzerland and Uruguay.

### 4.2.2 Gender gaps in accommodation

As noted above, a white paper by the Hospitality Industry Pipeline (HIP) Coalition in 2015 found that although women make up 70% of the hospitality industry's workforce globally, they hold less than 40% of managerial positions, less than 20% of general management roles and less than 8% of board positions.<sup>16</sup> This echoes overall trends in the tourism sector where women are by far the majority of workers (see section 2.1) and yet are underrepresented in leadership and decision-making positions (see section 2.4). Despite this it is estimated that women made 70% to 80% of all travel-related buying decisions globally in 2014.<sup>17</sup>

15 International Labour Organization (1991), *C-172 Working Conditions (Hotels and Restaurants) Convention, 1991* (No. 172), Geneva, 78th ILC session (25 June 1991), available at: [www.ilo.org](http://www.ilo.org) (01-07-2019).

16 Baum, T. and Cheung, C. (2015), *Women in Tourism & Hospitality: Unlocking the Potential in the Talent Pool*, Hospitality Industry Pipeline Coalition/Diageo, London (online), available at: [www.diageo.com/pr1346/aws/media/1269/women\\_in\\_hospitality\\_\\_\\_tourism\\_white\\_paper.pdf](http://www.diageo.com/pr1346/aws/media/1269/women_in_hospitality___tourism_white_paper.pdf) (01-07-2019).

17 Rodriguez, C. (2014), 'Girls Guide to Paris Shows That In Travel, Women Are On Top', *Forbes*, 21 April 2014 (online), available at: [www.forbes.com](http://www.forbes.com) (01-07-2019).

### 4.2.3 Regional trends in accommodation

Findings from the regional research highlight a number of important trends in keeping with overall global patterns. In Africa, the accommodation industry employs many women at the lower levels while the higher management employment is dominated by men. Women's career advancement in the industry remains limited. In Southern Africa Development Community (SADC) countries, executive management positions in the tourism and hospitality sector were found to be male-dominated.

#### Case study 4.4 on hotels and accommodation:

#### Women at Accor Generation (WAAG)

In December 2012, Accor initiated the Women at Accor Generation (WAAG) programme to promote gender parity, highlight women's roles and opportunities at Accor and develop women's leadership. This talent programme specifically aims to help women become General Managers, while providing mentorship training. The programme has 12,600 members, 65% of whom are women. Activities include analysing gender pay gaps, developing flexible work policies and mentoring programmes.

In their general management training programmes, Women at Accor Generation monitors attendance by sex and investigates when women's representation in initiatives are low. It organizes many women-specific workshops, alongside online and offline training events. The types of initiatives depend on the needs of their members in each country. For example, in New Delhi, India, where many of Accor's female staff commutes on public transportation, the programme provided self-defence classes. In Bangkok, Thailand, where conservative views of women's role in the workplace prevail, the programme ran a one-day workshop, "Yes, I Can", to empower women employees. The Asia and the Pacific WAAG's pilot "I Am Empowered" programme in Singapore sought to prepare women for the workforce through help with personal branding, networking and resources for support. This targets front-line staff and supervisors, but is also open to managers and customized to the needs of different countries.

The Chairperson and CEO of Accor Hotels, Sebastien Bazin, is a Corporate Impact Champion for UN Women's HeforShe campaign. Accor Singapore won the UN HeforShe @ Work Award in 2018 (see: [www.unwomen.org.sg/event/heforshe-impact-awards](http://www.unwomen.org.sg/event/heforshe-impact-awards)). Accor also seeks to address the needs of employees with disabilities, who can experience discrimination intersecting with gender, culture, youth, and lesbian, gay, bisexual and transgender (LGBT) issues, addressed under Accor's Diversity and Inclusive Networks.

While Accor's many female leaders at corporate offices are influencing decision-making, women's participation is not reflected in the wider tourism private sector across Asia and the Pacific. Key challenges relate to budgets to run activities and issues of work-life-balance. Many women at Accor work their way up to being a Director or Hotel Manager but many do not cross the line to General Manager due to shift work and long working hours. In Asia and the Pacific, there is still no female General Manager.

#### Lessons learned

The experience of the Women at Accor Generation programme highlights several positive steps that private sector enterprises are taking to support women workers, including career progression to top jobs. Training, mentoring, expert webinars and flexible working hours are all important measures, particularly when activities are tailored to women's specific needs. Cultural sensitivity is key, and the local context should be taken into account when delivering gender equality and women's empowerment training. The case study also underlines resistances to women's leadership roles in light of entrenched cultural and gender norms, alongside variations in women's rights and maternity provisions globally. As such, Accor is building a sensitivity approach around these issues.





Three of the female workers interviewed for this report remain in their starting positions despite working for luxury Hong Kong hotels for between four and ten years. All of these hotels are run by a major hospitality group, which does not have leadership training for women in place. The interviewees stated that they do not want higher positions for fear of more stress and acknowledge that they have limited qualifications. One was a new and young ambitious staff member but has already started planning her resignation because she cannot see a promotion plan in place for her. Nonetheless, she has also said that she will give up her career if she moves back to Shandong in northern China because she does not want to stand out in her community as someone not traditional and it would be hard to find a husband if she has a career.

**Gender pay gap in the United Kingdom's accommodation sector, 2018**  
**Women earn less than men (%)**

<b>38.0%</b>	<b>Intercontinental hotels group<sup>a</sup></b>
<b>16.4%</b>	<b>Macdonald Hotels</b>
<b>15.0%</b>	<b>Hilton</b>
<b>14.8%</b>	<b>Whitbread<sup>b</sup></b>
<b>14.3%</b>	<b>Thwaites</b>
<b>10.7%</b>	<b>Travelodge</b>
<b>2.0%</b>	<b>The Savoy</b>

Notes: a) Owners of brands including Holiday Inn and Crowne Plaza.  
b) Owners of Premier Inn and Costa.

Source: Jeffrey, H. (2018), The Disappointing Gender Pay Gap in the UK Tourism Industry, Equality in Tourism, London (online), available at: [www.equalityintourism.org](http://www.equalityintourism.org) (01-07-2019).

*Las Kellys Federadas* is a federation based in Spain which champions gender equality and decent work in tourism for hotel cleaners, most of whom are women. Its creation was prompted by a 2014 article about women hotel cleaners – self-described and popularly known as *Kellys* – in the Spanish newspaper *El País*.<sup>a</sup> After the article went live, cleaners around the country began sharing their stories. The same challenges were clear in hotels of all sizes (exploitation and extreme work demands, a lack of value attributed to their work and worsening conditions as outsourcing has become more common in the hotel sector) making cleaning jobs more precarious, hazardous and poorly paid. During the summer season, hotel cleaners clean an average of 20 to 25 rooms with between 60 and 70 beds, in addition to cleaning floors, furniture, terraces and communal spaces.<sup>b</sup>

In response to these challenges, the Federation was created, with the mission of improving working conditions for hotel cleaners. The Federation began by engaging workers and collaborating with hotels. Some hoteliers understood and appreciated the Federation's aspiration of aligning housekeeping departments more closely with hotels – after all, housekeepers' work ensures that hotels can function, attract clients and be awarded stars. Since its creation, *Las Kellys Federadas* have sought to change the perception that housekeeping is an 'easy' job by raising awareness of its value.

One of the Federation's most notable achievements was the recognition of occupational diseases among chambermaids, the only profession whose illnesses were not recognized before 2018.<sup>c</sup> This marks an important triumph for tourism as a tool for decent employment, human rights and gender equality. The Federation also increasingly engages in conferences and is at the forefront of calls for decent employment and gender equality in tourism.<sup>d</sup> In this way, they help to bring to light gender-specific challenges to inform gender-sensitive, inclusive and sustainable tourism policy-making.

### Lessons learned

*Las Kellys Federadas* demonstrates the power of workers' federations in the struggle to champion decent working conditions for workers at the bottom of tourism's employment pyramid. It highlights how federations can successfully raise awareness of real working conditions, changing perceptions and stereotypes associated with housekeeping, and bring the problems posed by outsourcing to the forefront of public consciousness. Their experience speaks to the importance of lobbying and working with hoteliers, participating in public conferences that engage policy-makers and organizing collectively for change.

- a) Cañada, E. (2014), 'Las que limpian los hoteles', *El País*, 30 July 2014 (online), available at: [https://elpais.com/elpais/2014/07/30/alterconsumismo/1406706574\\_140670.html](https://elpais.com/elpais/2014/07/30/alterconsumismo/1406706574_140670.html) (01-07-2019).
- b) Cañadas, E. (2015), *Las que limpian los hoteles. Historias ocultas de precariedad laboral*, Icaria, Barcelona.
- c) 'Las 'kellys' logran que se acepten enfermedades profesionales propias de su trabajo repetitivo' (2018), *El País*, 31 August 2018 (online), available at: [www.elpais.com](http://www.elpais.com) (01-07-2019).
- d) For more information, see: <https://vimeo.com/257352288>.

In 2018, the Kerala Tourism Development Corporation (KTDC) in India began constructing its first 'all-women' hotel, run for and by women. The hotel, called *Hostess*, in Thiruvananthapuram, Kerala, will be India's first public sector hotel to be run entirely by women staff. Located at the city's main bus station and near its central railway station, it focusses on safety for women travellers, athletes and researchers.

"This all-women hotel is first of its kind initiative to form a government institution in the country. We give more emphasis on security and safety features besides comfort and convenience. If it becomes a success, we will come up with similar hotels."<sup>a</sup>

M. Vijayakumar, Chairperson KTDC

- a) Kerala Tourism to launch hotels for women, run by women in Thiruvananthapuram' (2018), *The News Minute (TNM)*, 29 July 2018 (online), available at: [www.thenewsminute.com](http://www.thenewsminute.com) (01-07-2019).

**Snapshot 4.5 on hotels and accommodation: Plan W (Women) Programme, Diageo Asia Pacific**

Diageo Asia Pacific launched their Plan W (Women) Programme in 2012, to be implemented in 17 countries: Australia, Cambodia, China, India, Indonesia, Japan, Lao People's Democratic Republic, Malaysia, Myanmar, Nepal, the Philippines, the Republic of Korea, Singapore, Sri Lanka, Taiwan Province of China, Thailand and Viet Nam. Diageo acknowledges their commitment to empowering women and enabling inclusive societies (SDGs 5 and 10), and Plan W has been actively promoting women's careers, success and leadership within the hospitality industries. Within three years of its launch, Diageo claimed to have trained 40,000 women across the Asia and the Pacific region. In March 2014, it organized the Women in Hospitality and Tourism in Asia Conference in Singapore.<sup>a</sup>

In 2017, Diageo worked with the CARE USA American, an international non-governmental organization, to conduct an analysis of their barley supply chain in Ethiopia. The study revealed that while the number of supplier farmers had increased from 1,047 to over 6,000 in four years, the proportion of women farmers increased by just 1%. The reason for this was attributed to barriers to women's participation in the farmers' groups and land rights afforded to women. Diageo is now trying to provide equal access to skills and resources for women farmers and supporting them within farmer unions and co-operatives. In 2018, Diageo reported reaching more than 164,000 women, and plans to empower 2 million women across Asia and the Pacific through learning.<sup>b</sup>

- a) Diageo (2015), *Plan W Programme Success*, Diageo, London (online), available at: [www.diageo.com](http://www.diageo.com) (01-07-2019).
- b) Diageo (2018), *Empowering women throughout our supply chain and beyond*, Diageo, London (online), available at: [www.diageo.com](http://www.diageo.com) (01-07-2019).

**Snapshot 4.6 on hotels and accommodation: InterContinental Hotels Group, China**

In China, InterContinental Hotels Group launched a Best Offers from the Hometown programme to address the pressures of the 'one child policy'. This programme allows talented employees to return to their hometowns to care for elderly family members while continuing their careers. This helps women with their family responsibilities, but also benefits local communities by bringing their professional experience home.

Source: Wayne, S. (2017), 'Hiring data show top-level women still a minority in hotels', *Hotel Management*, 23 August 2017 (online), available at: [www.hotelmanagement.net](http://www.hotelmanagement.net) (01-07-2019).

**Snapshot 4.7 on hotels and accommodation: Asian University for Women and Marriott International**

In 2017, the Asian University for Women (AUW) partnered with Marriott International to groom future women hospitality leaders, while learning from the perspectives of young and ambitious women in emerging markets. The initiative started when Marriott in Asia and the Pacific invited AUW's founder and some of their students to speak at the 2016 Women in Leadership Conference to learn more about AUW and to connect Marriott International's women with AUW's students as mentors.

That same year, over 50 women at Marriott offered to mentor students at AUW. In 2017, Marriott developed an in-hotel room video to drive awareness and donations for scholarships for AUW. Marriott also hosted and sponsored the first AUW gala and fundraiser in Hong Kong (China) and brought two interns to Marriott APAC headquarters. In 2018, Marriott continued their involvement in the programme by providing mentors, offering three internships at Marriott Hong Kong's corporate office and hosting the annual fundraiser in Hong Kong (China).

Source: Marriott International (2017), *Marriott International Supports Asia's Female Leaders of the Future*, Marriott, Hong Kong (online), available at: <https://news.marriott.com/2017/06/marriott-international-supports-asias-female-leaders-of-the-future> (01-07-2019).

## 4.3 Tour operators

### 4.3.1 Gender gaps among tour operators

The gender pay gap among tour operators and travel agencies reflect prevalent trends across tourism industries.

The Intrepid Group aims to have 40% women directors on their board, and a 50/50 split of men and women in its global leadership teams by December 2020. Similarly, tour operators like TUI have expressed their commitment to reducing gender inequalities as described below.

#### Snapshot 4.8 on tour operators: **Working towards gender equality at TUI**

In 2019, women shop staff at TUI earned 3.8% less than men, although they are 94% of all shop employees. Yet, this is down from 10% in 2018 – proving the best performing area of the business in terms of the gender pay gap. A spokeswoman for TUI noted that the company:

“Remain[s] committed to raising awareness within the retail and airline industry, on all aspects of diversity and inclusion, as well as effecting change in our own business. As just one example, we are pleased that over the past two years we’ve made a 5% improvement in our male to female hiring ratio for pilots and we are committed to continuing to improve this trend.”

Nonetheless, even in 2019 women at the group’s airline business earn an average of 60% less in hourly pay than men, and while 94% of pilots are men, 80% of cabin crew are women. The gender pay gap among the company’s managers is 32%, despite significant women’s representation – for instance, 61% of TUI managers are women.

Source: Keeley, A. (2019), ‘Tui improves gender pay gap for shop staff’, *Travel Weekly*, 20 February 2019 (online), available at: [www.travelweekly.co.uk/articles/324630/tui-improves-gender-pay-gap-for-shop-staff](http://www.travelweekly.co.uk/articles/324630/tui-improves-gender-pay-gap-for-shop-staff) (01-07-2019)..

#### United Kingdom pay gap among tour operators, travel agencies and related digital platforms Women earn less than men

<b>31.2%</b>	<b>TUI United Kingdom Limited</b>	<b>10.4%</b>	<b>TUI United Kingdom Retail Limited</b>
<b>27.2%</b>	<b>Der Touristik United Kingdom (Kuoni)</b>	<b>28.2%</b>	<b>TripAdvisor Limited (digital platform):</b>
<b>24.3%</b>	<b>Thomas Cook United Kingdom Limited</b>	<b>17.9%</b>	<b>Expedia.com (digital platform)</b>

Source: Jeffrey, H. (2018), *The Disappointing Gender Pay Gap in the UK Tourism Industry*, Equality in Tourism, London (online), available at: [www.equalityintourism.org](http://www.equalityintourism.org) (01-07-2019).

### 4.3.2 Regional trends in tour guiding

As illustrated by the case studies in this report and supported by extensive research, tour guides around the world are predominantly men. For example, in East Africa, drivers and guides are highly masculinized jobs that have failed to attract women. In Kenya, men are perceived to be more appropriate to lead expeditions than women; thus men dominate safari guide roles. A World Bank study on selected case studies in horticulture, tourism, and call centre industries<sup>18</sup> found that many camps in Kenya almost have male-only staff, mainly due to unfavourable working conditions for women. These include long distances, long working hours, staff housing that doesn't meet their needs and community gossip associated with women's work in such facilities. Moreover, when women do work in this industry in Africa, they tend to be more educated and relatively affluent women, whose privileged backgrounds have equipped them with good business skills, capital and education. The case studies below highlight how these issues in tour guiding play out in Asia and the Pacific and in Africa.

#### Case study 4.6 on tour operators:

##### **Three Sisters Adventure Trekking and Empowering Women of Nepal (EWN)**

Based in Pokhara, Nepal, Empowering Women of Nepal (EWN) is an NGO which was founded in 1999 and aims to improve the livelihoods of Nepali women through adventure tourism and sports. EWN's founders are Nepalese sisters Lucky, Dicky and Nicky Chhetri who are also co-owners of the Three Sisters Adventure Trekking company. EWN was highlighted in the first *Global Report on Women in Tourism 2010* and it is encouraging to see that it has been sustained as a social enterprise. Funding for its programmes and activities has mainly come from external sources, but also through the profits of Three Sisters Trekking (10% of the company's profits go to EWN).

About 150 of the women trained by EWN have worked for the Three Sisters Trekking at any one time, sometimes more, depending on the season. Some have gone on to become freelance guides or started their own trekking companies. Within Three Sisters Trekking, there is no gender pay gap between men and women guides and porters. The company also provides day care for the children of the women who work for them.

EWN provides a four-week trekking training twice a year, each time to 40 women; and 1600 guides have now been trained. EWN also provides rock-climbing and ice-climbing training, after which four women made history as the first Nepalese women to reach the summit of Annapurna in 2011. With training on women's rights and gender equality, women have a better understanding of their positions within their households. They do not feel as trapped and are more confident about challenging societal norms, such as marrying at a young age or divorcing their husbands.

A number of key challenges can be identified in terms of gender equality. There are considerable drop-out rates as the motivation for the girls attending training vary. If they had attended training to learn English or to be empowered, they are likely to drop out once they fulfil these goals. Those who train because they want a job are likely to complete the programme. There are also constraints with getting into the local tourism organizations and gaining access to networking and marketing events with tourism exporters. EWN is also aware of training programmes organized by the national tourism board but feel that they have been excluded, most likely due to political reasons.

EWN can only offer certificates of completions which do not have authority as educational qualifications. This affects participants' opportunities at work and in the field. They lack the human resources and facilities to become a recognized adventure training institute. EWN has begun working with the Nepal Mountaineering Academy to provide certification and at present at least 30 women have registered for this programme.

18 Staritz, C. and Reis, J. G. (2013), *Global value chains, economic upgrading, and gender: case studies of the horticulture, tourism, and call center industries*, World Bank, Washington, D.C. (online), available at: <https://documents.worldbank.org/01-07-2019>.

## Lessons learned

EWN's experience demonstrates how NGOs, by supporting women's economic empowerment as tour guides, can build their self-confidence, their ability to assert their rights and needs, and begin to normalize women in all tourism workplaces, including in adventure tourism. The case study highlights how important it is for both men and women in tourism to be treated and paid equally. It also reveals how grassroots organizations can struggle when seeking to engage at the macro level, such as with the national tourism board. In order to share the lessons learned from this practice, organizations such as EWN should strategically and systematically document their work, in order to be recognized at the national and international level and be used in policy-making.

### Case study 4.7 on tour operators: **Peak DMC by Intrepid Marrakech, Morocco**

Peak DMC Marrakech is a private, for-profit, self-supported tourism venture that offers adventure tourism services, especially in the High Atlas and Rif Mountains and cultural exploration (see: [www.peakdmc.com/content/morocco](http://www.peakdmc.com/content/morocco)). Its partnership with local charities and NGOs – such as Education For All and the Amal Association – supports education and training for rural girls, alongside women's empowerment in general. These initiatives prioritize vulnerable girls and women – who have a rural background and are poor, divorced, illiterate or living with disabilities.

The women's empowerment and gender equality initiative at Peak DMC Marrakech is driven by its Regional General Manager, Zina Bencheikh. One of the company's key successes has been the targeted recruitment of women workers at all levels of the company, including into top management positions. This is evidenced by the numbers of women employees surpassing those of men: their office has 27 women (65.8%) and 14 men in different positions. Four women and two men form the top management team. Peak DMC Marrakech's targeted recruitment drive for women reflects its management's commitment to promoting gender equality.



Another success relates to the on-going lobbying and negotiations between Ministry of Tourism officials and the Regional General Manager. These actions convinced Ministry officials to organize licence tests for prospective women guides for the first time. Tour guide tests are organized by the Ministry, but only take place after five years – often organized in a rush with short deadlines and limited awareness among women in Morocco. This limits women's and girls' opportunities to obtain the documents they need to work as guides. The Regional Manager also encouraged and mobilized women to participate in the licence test. Through social media, appeals were made for women to take the test in large numbers. Information was spread on how well tour guides are paid, earning as much as five to six times more than Morocco's minimum wage. The company also offered to train new guides on safety to prepare them better for assignments.

Challenges include negative perceptions and stereotypes associated with women entering certain jobs, such as mountain guides, which are considered unsuitable for women, as it is physically demanding. Limited education further affects women's involvement in tourism in Morocco. The nature of tourism jobs, such as lucrative guide jobs, requires women to speak other languages, such as English. Many do not, which limits their participation. Widespread sexual harassment, moreover, prevents women from entering the tourism sector.

## Lessons learned

Peak DMC Marrakech's experience reflects the importance of private tour companies taking part in gender equality activism, lobbying and negotiation to secure change in conservative societies. It highlights how, with leadership's support, great strides in gender equality can be realized amidst challenges. Their experience is also a testament to how gender parity among leaders prompts companies to get involved in equality initiatives. The case study further underlines the critical need to combat sexual harassment, ensure women's and girls' safety, and invest in their education – all of this is vital to ensuring that women can make the most of tourism opportunities. There is a need for gender sensitive officials in government positions to ensure that gender equality is afforded a high priority.



From case study 4.9: Quelántaro, Nicaragua, page 144

## 4.4 Community-based tourism

Women's participation in community-based tourism is particularly important for understanding gender issues as – along with the accommodation industry – it is the form of tourism with which most women engage around the world. Community-based tourism – which is sometimes broadly referred to as a form of *ecotourism*, *responsible tourism* or *sustainable tourism*<sup>19</sup> – has its own specific gender dynamics, as set out below. It is important to note that there is no automatic connection between these alternative forms of tourism and increased gender equality and women's empowerment in tourism destinations. Although many community-based tourism initiatives may not be started to empower women and may require long-term external support to avoid perpetuating gender inequalities, it is important to recognize that several initiatives have been instrumental in empowering women around the world.<sup>20</sup>

Women's participation in community-based tourism has a long history in Latin America and the Caribbean. As demonstrated in the case studies, such tourism models also require a deliberate focus on gender-responsiveness. For example, land/property is a vital resource for women in order to gain power and, therefore, economic empowerment in such initiatives. This is important because many women related to community-based tourism do not participate in Tourism Steering Committees as they often do not own land or property, and property ownership is a pre-condition for participation in such decision-making bodies.

19 Consult UNWTO tourism definitions in: World Tourism Organization (2019), *UNWTO Tourism Definitions*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284420858>.

20 See, for example, Boonabaana, B. (2014), 'Negotiating gender and tourism work: Women's lived experiences in Uganda', *Tourism and Hospitality Research*, volume 14 (1–2), pp. 27–36.

The second phase of the Rutas programme, 'Consolidation of a rural *tourism corridor*', created a rural tourism corridor through the Andes to benefit local indigenous people. Stretching from the cities of Cusco and Puno in Peru, the route takes travellers to Lake Titicaca, Copacabana and finally Salar de Uyuni in Bolivia. During the 18-month period of the programme's implementation, led by the Spanish NGO Fundación CODESPA, some 2,350 people from Peru and Bolivia created tourism businesses, of which 59% were led by women.

Women played a leading role in promoting tourism products and services, such as those linked to local handicrafts, in large part because women were especially enthusiastic about taking on this role. Women also led two of the three tour operators created by the programme. Moreover, five of the ten jobs generated by these two tour operators were taken on by women. Women's leadership marked a clear step towards improving their participation in the family economy; with the income women provided to the family economy rising by 25% as a result of the programme. The programme's field expert considers tourism an important opportunity, as the analysis it involves makes it likely that other challenges will become more visible, such as those which affect the lives of women and the entire community, for example, water contamination in Lake Titicaca. One major challenge experienced during the programme's implementation was women's inability to attend a number of workshops during the harvest season or due to their domestic and care responsibilities.

As a result of the programme, understandings of local indigenous communities and their priorities improved drastically. The programme's technical field expert in Bolivia noted the importance of working "from inside out". The programme's analysis provided significant information for improving the participation of young people in decision-making, as Aymara and Quechua communities do not allow people under a certain age to participate in community decision-making.

### Lessons learned

The second phase of the Rutas programme is a strong example of successfully including indigenous people, particularly young indigenous women, into participatory, community-based tourism processes. Capitalizing on women's enthusiasm to participate and their key roles in services such as handicraft production, is a key step towards ensuring successful community-owned tourism businesses. The case also highlights how important it is to analyse local contexts, develop an in-depth understanding of local communities' priorities "from inside out", and strive to meet these needs so that rural tourism initiatives can thrive.

An in-depth study of 14 women in a tourism community in Nicaragua found that one third of the women actively participate in organizations related to tourism.<sup>21</sup> This is very important to consider for making real the 'quality of participation' of women in tourism. One of the main reasons for this number is because domestic responsibilities are not shared, and because many of the women see in tourism a complementary form of labour and source of income. This situation could be considered contradictory because tourism is improving women's access to work, but does little to improve their participation at the core of tourism-related organizations. Therefore, even when women consider tourism an economic opportunity, only 33.3% see tourism as a real option for increasing employment and incomes. Women consider environmental pollution and sex tourism as negative impacts of tourism. Lack of financial support and *machismo* are recognized as very important obstacles to having more control over tourism. Not being land owners and lack of free time are also highlighted as obstacles. This may be pointed out as a positive interpretation for real change towards women's economic empowerment.

21 Moreno, D. (2017d), *Turismo y Género: un enfoque esencial en un contexto de desarrollo sostenible y responsable del desarrollo del turismo*, PhD thesis, Universidad Complutense de Madrid, Madrid.



#### Snapshot 4.9 on community-based tourism: **Voluntourism for gender equality**

Go Overseas lists a number of volunteer programmes for women's rights. These encourage travellers to combine journeys with volunteering in programmes linked to education for girls and women in developing countries; providing health care and health education to disadvantaged women and, sometimes, men; addressing discrimination or gender-based violence; and supporting women's financial empowerment through agriculture projects and microfinance schemes.

Source: Go Overseas (2019), *Volunteer Programs for Women's Rights*, Go Overseas, Berkeley (online), available at: [www.gooverseas.com/volunteer-abroad/womens-rights#section-programs](http://www.gooverseas.com/volunteer-abroad/womens-rights#section-programs) (01-07-2019).

#### 4.4.1 Regional trends in community-based tourism

Many successful examples of gender equality and women's empowerment in community-based tourism can be identified. Cultural and ecotourism (sustainable forms of tourism) have provided space for African women to work – individually and in collectives, running small-scale craft businesses, later venturing into microfinance for savings and revolving loan schemes. Working in collectives has given voice and economic power to women and initiated other multiplier benefits, such as child education sponsorship opportunities in rural and economically disadvantaged communities. Tourism NGOs and associations have worked as catalysts for women's empowerment.<sup>22</sup>

For example, the women's Siyabonga craft co-operative in KwaZulu-Natal, South Africa, and the pastoral Maasai women in Tanzania were economically empowered through bead work, campsites and walking safaris. In Uganda, the Kibale Association for Rural and Environmental Development (KAFRED) in Bigodi, a village close to Kibale National Park and popular for chimpanzee tracking, is well-known for its success as a tourism model that has worked to lift rural women out of abject poverty through women's active participation in ecotourism and community-based collective action for conservation. It focusses on guided wetland tours for birding and other wildlife and homestays, supplemented by handicraft sales by the village women's group. Reinvesting revenues from tourism has been a driving concern, especially in spheres which benefit women and their families – education, environmental education, a house for midwives at the local health unit, women's handicraft production – including expert training on product development – and an interest-free loan scheme for the families living on the edge of the wetlands.<sup>23</sup> The case studies below describe how these issues play out in Latin America and the Caribbean, and in Asia and the Pacific.

<sup>22</sup> Ibid.

<sup>23</sup> United Nations Development Programme (2012), *Kibale Association for Rural and Environmental Development (KAFRED), Uganda*. Equator Initiative Case Studies Series, UNDP, New York (online), available at: <https://sgp.undp.org> (01-07-2019).

Quelántaro is a private wildlife reserve in Las Cañas, Nicaragua. Environmental protection is a key aspect of its work and, since 2007, ecotourism has become an important source of income. The reserve initiated a rigorous training process to increase the local community's knowledge of the tourism sector, including the challenges of making tourism sustainable. Quelántaro's technical team began implementing a participatory procedure to identify local people's ideas and needs related to tourism. A critical view of tourism was key to gaining the community's attention and ensuring that their voices are heard. Locals received various kinds of training, including training related to the consequences of selling land to large enterprises, or training to combat the sexual exploitation of women and girls in tourism – a major challenge in rural areas in Central America. Training has also been delivered on business plans for ecotourism, entrepreneurship in protected areas, the work of tourism guides, and restaurant and accommodation management. The reserve has received funding from international development cooperation projects, including NGOs, aid agencies and the European Commission.

Some 60% of the 225 beneficiaries of ecotourism in Quelántaro are women, while all women involved in ecotourism have set up their own businesses linked to a tourism circuit near the beach and are actively engaged in marketing. All the women running business have participated in tourism promotion activities, such as a trade fair in Costa Rica and El Salvador, and as panellists in national and international congresses. The City Council also supports women to formalize their businesses, so as to reduce informal employment and explore the acquisition of land/property which enables businesswomen to turn informal jobs into formal employment.

Violence against women is endemic in Nicaragua, the second poorest country in Latin America. Tourism development is a major national priority. Community-based tourism is promoted as the best way to develop tourism in a sustainable manner, with community spirit regarded as one of the nation's major assets. As such, Quelántaro's results are especially important because it promotes responsible tourism as a way of increasing the participation of local community. This, in turn, has been the key for attracting women.

Women have also received gender equality training in the framework of the *Rutas Los Volcanes* project, funded by Luxembourg's development cooperation initiative. One of Quelántaro's most prominent results is the support that men and entire families are bestowing upon women, having come to see them as equals and independent persons. Moreover many women are now taking better care of themselves, enjoying their leisure time – even with actions as simple as buying new clothes or dining with friends.

In terms of challenges, the Chief of the reserve reports that many women declined to participate in Quelántaro's projects as they feel they lack the knowledge or education required to become entrepreneurs. The Chief saw this as a consequence of a lack of self-esteem among rural women, instilled in them since childhood. The initiative's technical group aims to engage local women in all activities, such as training, in the hope of affecting a change in their attitudes.

### Lessons learned

Quelántaro's experience speaks to the power of training for improving local communities' understandings of tourism, equipping them to navigate complex issues – ranging from land sales to combating sexual harassment. In tandem, it demonstrates how necessary it is to ensure that local voices are heard in tourism development; simply put, understanding and respecting the needs of local women and men is key to tourism's sustainability. This case study sheds light on the interconnection of gender and the environment, in line with the SDGs. As communities depend on the environment for their livelihoods and well-being, community-based tourism must work with local women and men to design environmental protection standards and initiatives to safeguard natural and cultural resources.<sup>a</sup> It also reveals the persistent challenges of how limited education among rural women affects their self-esteem and impedes their participation in tourism entrepreneurship.

a) Moreno, D. (2018). *¿Cómo elaborar un diagnóstico de género y turismo en un contexto rural? Informes en Contraste*, number 5, Alba Sud, Barcelona (online), available at: [www.albasud.org](http://www.albasud.org) (01-07-2019).

In both Uganda and Ghana, NGOs and community-based tourism associations support the marketing of women's craft products and other opportunities like training. These are often initiated by passionate women who drive the process of women's empowerment and gender equality, such as Evelyne Habaasa, Founder and Director of Ride 4 a Woman in Uganda (case study 2.8) and Kasise Melanie of Sirigu Women's Organisation of Pottery and Art (SWOPA) in Ghana (case study 3.1). However, gender-based constraints challenge such opportunities – including cultural

stereotypes towards women's work, mobility, a limited craft market, women's group conflicts and unsupportive government systems. Further insights can be highlighted from Asia and the Pacific, as described in the boxes below.

Snapshot 4.10 on community-based tourism:

**Giao Xuan Women Union, Viet Nam**

In collaboration with Oxfam and the Centre for Marine-Life Conservation and Development (MCD), Viet Nam's Giao Xuan Women Union worked on a community-based ecotourism project in the Xuan Thuy National Park Area. The 29-month initiative (January 2012 to December 2014) focussed on conservation, livelihoods and gender equality goals. To achieve its aims, the project supported the community by offering diverse training workshops such as capacity building (business skills, reception, food service, local environmental knowledge, among others) and pilot eco-tour workshops (environmental interpretation, services, businesses planning, marketing, etc.). The workshops allowed women to access high income and education, to have control/power in decision-making over factors of production such as labour, education and public services and equal distribution and to work as community eco-based tourism public spokespersons and media representatives. In addition, it aimed to support women in Viet Nam to present a stronger voice in political decision-making, challenge oppressive gender norms, gain greater respect, and foster changes in gender roles. Both men and women in Giao Xuan showed increased awareness of gender equality issues.

The Lao Cai Province Department of Culture, Sport and Tourism, whose jurisdiction covers the Xuan Thuy National Park, is "determined to ensure women have the skills to thrive [by] offering training courses in tourism, families are being fined for pulling their children out of school, and financial rewards have been introduced to encourage further education." Many women, however, could not attend the project's workshops because of housework and child care. This issue needs to be considered in the future planning of any gender equality initiatives, particularly in Asia where childcare concessions are not as readily available as in more developed countries.

Source: Tran, L. and Walter, P. (2012), 'Ecotourism, gender and development in northern Vietnam', *Annals of Tourism Research*, volume 44, pp. 116–130

Snapshot 4.11 on community-based tourism:

**Empowering women in Nepal and Bhutan**

In Asia and the Pacific a notable community-based project known as 'Seven Women' is based in Barpak, Nepal. Barpak has a population of about 8,000, and is situated in remote Nepal at 1,900 m above sea level. Seven Barpaki women set up an NGO and proposed to the Nepal Tourism Board a homestay programme for Barpak to promote it as rural tourism destination. This showcased the involvement of women in community and political affairs in a country where tourism development and policies are typically dominated by men.<sup>a</sup>

In Bhutan, the Terma Linca hotel hires mainly women and within the management team of seven, only two are men. The hotel also sells indigenous products and crafts made by women supported by the Tarayana Foundation. One of the three research themes for Tarayana is supporting youth and empowering women. The Foundation has set up a 19-women self-help group with livelihood activities that will generate income and promote green technologies.<sup>b</sup>

Source: a) Seven Women (n.d.), *Our Story*, Seven Women, Barpak (online), available at: <https://sevenwomen.org/our-story> (01-07-2019).

b) Tarayana Foundation (n.d.), *Economic Development Programme*, Tarayana Foundation, Thimphu (online), available at: [www.tarayanafoundation.org](http://www.tarayanafoundation.org) (01-07-2019).

Buhoma-Mukono Women's Group is a women-only association located in Buhoma village, Mukono Parish – the closest community to Uganda's Bwindi National Park and a popular site for gorilla tourism. The group focusses on handcraft businesses and cultural dances, bringing together eight women's groups to work collectively for mutual benefit. Women in this group are mainly poor, illiterate and elderly, including some widows. They have a high care burden – some have as many as eight children or grandchildren – and many women are also breadwinners. The broader community-founded and managed Buhoma-Mukono Community Development Association (BMCDA) provided land and funding for building a women's craft shop inside the community lodge, near the Bwindi National Park's entrance.

One of the initiative's key successes relates to women's ability to earn an independent income. They are now able to acquire their immediate needs, such as household items (cups, plates, saucepans, blankets), pay school fees and invest in micro-saving and loan schemes. All of these benefits have boosted women's self-confidence and wellbeing. Another success is joint investment in property, such as land and commercial houses. Women have also acquired small livestock, such as goats. Women's collective investments have shielded them from many husbands' demands for their wives' income. They engage in businesses and networking with other women through their collective groups.

One of the major challenges cited is the limited market for women's craft products due to immense competition for the available market. Challenges are also posed by harmful gender norms. Some men object to women participating in tourism work, getting angry when women arrive home late or arguing that women should stay at home to perform household chores. As a result, some limit their wives from engaging in work outside the home. A lack of access to weaving materials poses another hurdle. Park regulations limit locals from accessing resources from the forest, meaning women must spend significant sums to acquire materials from another community.

### **Lessons learned**

The experience of Buhoma-Mukono Women's Group reflects how tourism can provide strong avenues for women's entrepreneurship, underpinned by micro-finance, support for handicraft production and craft sales. The challenges it has faced highlight the importance of ensuring that women entrepreneurs have access to markets for their crafts, coupled with training in handicraft-making and business skills and education for career development. There is a clear need to support dialogue, women's efforts to reorganize themselves, and more fair strategies in consultation with community organization managers and park authorities.



From case study 4.8: Second phase of the Rutas programme, Peru and Bolivia, page 142

## 4.5 Conclusions and recommendations on tourism industries

Women are underrepresented in digital platforms and technology in tourism, particularly women of colour. Globally, only 25% of persons employed in IT are women and 5% of tech start-ups are owned by women. Although digital tourism is becoming a more prominent issue, gender has not yet been explicitly explored. Nonetheless, examples exist of digital tourism platforms and technological solutions working for women's empowerment in the sector.


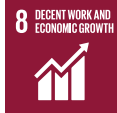




While women are 54% of the tourism industry's workforce globally, they hold less than 40% of managerial positions, less than 20% of general management roles and less than 8% of board positions. In all regions, the accommodation industry employs many women at the lower levels but very few in higher management. Moreover, women's mean hourly rate is significantly lower than men across regions.

Trends among tour operators and travel agencies reflect the gender pay gap that exists across tourism industries. Jobs like tour guides are highly masculinized across regions – from Africa to Asia and the Pacific – underpinned by restrictive gender norms, stereotypes, gender-based violence, sexual harassment and security concerns.

Community-based tourism and related creative industries, alongside accommodation, are the industries which engage most women in tourism around the world. Women's participation in community-based tourism is high worldwide, with a particularly long history in Latin America and the Caribbean. Successful examples of promoting gender equality and women's empowerment in community-based tourism exist worldwide.

Based on these findings, this report offers the following recommendations to promote gender equality and women's empowerment in the four tourism industries analysed:

Table 4.1: **Recommendations on gender equality and tourism industries**

Recommendation	Stakeholders	SDGs involved
<b>Tourism industry: Digital platforms and technology</b>		
<ul style="list-style-type: none"> <li>Ensure the digitalization of tourism is gender-sensitive and includes opportunities for women's inclusion and innovation.</li> <li>Integrate gender equality into the design and development of new technologies for the tourism sector.</li> </ul>	<p>National tourism administrations</p> <p>National mechanisms for gender equality</p> <p>Tourism education institutes</p>	
<b>Tourism industry: Hotels and accommodation</b>		
<ul style="list-style-type: none"> <li>Respect women workers' rights and address the specific challenges faced by women-dominated jobs at all levels.</li> <li>Support women workers' trade unions and encourage consumers to be aware of their working conditions.</li> </ul>	<p>National tourism administrations</p> <p>Private sector</p> <p>Trade unions</p>	
<b>Tourism industry: Tour operators</b>		
<ul style="list-style-type: none"> <li>Develop programmes to increase the certification and employment of women tour guides and tour operators.</li> <li>Challenge dominant gender-stereotypes around tour guiding.</li> </ul>	<p>National tourism administrations</p> <p>Tourism education institutes</p>	 
<b>Tourism industry: Community-based tourism</b>		
<ul style="list-style-type: none"> <li>Ensure that community-based tourism initiatives are developed in a gender-sensitive manner and promote the equal participation of all women.</li> <li>Support women's community-based tourism initiatives.</li> </ul>	<p>National tourism administrations</p> <p>National mechanisms for gender equality</p> <p>Donor agencies</p> <p>NGOs and civil society</p>	 

<https://www.e-unwto.org/doi/book/10.18111/9789284420384> - Tuesday, January 12, 2021 11:23:08 AM - IP Address:89.149.87.160

## Chapter 5: Recommendations and action points





This report has shown how tourism can contribute to gender equality and women’s empowerment. Through data analysis and in-depth case study research, it has developed a picture of what works. Overall, the report has seven key findings, each of which is linked to a high-level recommendation. Based on these key recommendations from the report’s analysis, the following action points have been developed to provide clear guidance to stakeholders on how to translate the findings of the report into concrete actions for gender equality and women’s empowerment.

### Key finding 1

Targeted interventions by public, private and civil society actors – such as promoting equal pay, tackling sexual harassment and recruiting women into high-level employment – help to promote decent work for women in tourism

#### Recommendation:

Implement strategies that promote **decent work for women** across all aspects of the tourism sector.

#### SDG targets:



#### Thematic areas:



Employment

Action points	Stakeholders
– Work towards gender balance in senior management of tourism companies.	– Private sector
– Challenge gender-stereotypes in tourism sub-occupations.	– National tourism administrations; private sector
– Actively support women’s representation and leadership in trade unions.	– Private sector; trade unions
– Take measures to tackle the gender pay gap in tourism.	– National tourism administrations; private sector
– Systematically address the sexual harassment of women workers in the tourism sector, as well as issues of harassment in tourism communities against community members and travellers.	– Private sector; civil society; national tourism administrations

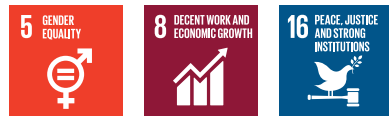
## Key finding 2

Gender-sensitive legal and macroeconomic policies at the national level increase women's economic empowerment in the tourism sector when they are implemented effectively

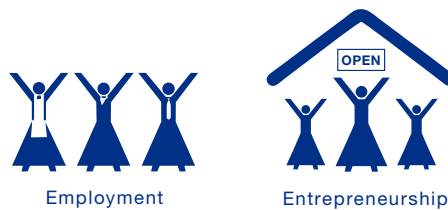
### Recommendation:

Include tourism in gender-sensitive legal and macroeconomic policy, in order to ensure the sector is able to contribute to **gender equality and women's empowerment**.

### SDG targets:



### Thematic areas:



Action points	Stakeholders
<ul style="list-style-type: none"> <li>– Ensure gender equality and human rights commitments at the national level are met and implemented effectively.</li> <li>– Address social protection and unpaid work for women in tourism.</li> <li>– Ensure ILO policies on maternity and care responsibilities are respected.</li> <li>– Conduct gender analysis, consult civil society actors, integrate a gender perspective into all phases of the policy and programme cycle.</li> </ul>	<ul style="list-style-type: none"> <li>– National tourism administrations; national mechanisms for gender equality</li> <li>– Private sector</li> <li>– Private sector; national tourism administrations</li> <li>– National tourism administrations; national mechanisms for gender equality</li> </ul>

### Key finding 3

Investment in skills training for women – including training on soft skills and awareness raising on available training opportunities – and gender equality training across the sector, lead to greater outcomes for gender equality

#### Recommendation:

Develop skills and leadership training for women in tourism, as well as **gender equality training programmes** for tourism representatives in the public and private sectors.

#### SDG targets:



#### Thematic areas:



Education

Action points	Stakeholders
<ul style="list-style-type: none"> <li>– Develop training programmes for women in tourism, including training on soft skills, networking and high-level training for career progression.</li> <li>– Encourage the participation of female students and graduates in tourism studies and qualifications.</li> <li>– Provide gender equality training for tourism policy-makers, managers and employees.</li> </ul>	<ul style="list-style-type: none"> <li>– National tourism administrations; private sector</li> <li>– National tourism administrations; academic institutions; private sector</li> <li>– National tourism administrations; national mechanisms for gender equality; private sector; civil</li> </ul>

## Key finding 4

Gender equality strategies for the tourism sector are vital for women’s empowerment, and must be backed by institutional and budgetary support

### Recommendation:

Mainstream gender equality considerations in national tourism policies and plans, including committing sufficient human and financial resources to ensure that these are fully institutionalized and implemented.

### SDG targets:



### Thematic areas:



Action points	Stakeholders
<ul style="list-style-type: none"> <li>- Develop and institutionalize gender equality strategies for the tourism sector.</li> </ul>	<ul style="list-style-type: none"> <li>- National tourism administrations; national mechanisms for gender equality</li> </ul>
<ul style="list-style-type: none"> <li>- Address the lack of high-level women’s leadership in decision-making spaces in public sector tourism bodies and agencies.</li> </ul>	<ul style="list-style-type: none"> <li>- National tourism administrations</li> </ul>
<ul style="list-style-type: none"> <li>- Address the lack of high-level women’s leadership in decision-making spaces in the private sector.</li> </ul>	<ul style="list-style-type: none"> <li>- Private sector</li> </ul>

## Key finding 5

Women can be empowered politically and socially through tourism when links are made with the broader community and civil society organizations

### Recommendation:

Support grassroots women’s organizations in tourism communities, and facilitate fully **women’s participation and leadership** in trade unions across the sector.

### SDG targets:



### Thematic areas:



Leadership



Community

Action points	Stakeholders
<ul style="list-style-type: none"> <li>– Support women’s tourism networks, NGOs and tourism cooperatives to actively work towards women’s empowerment in the sector.</li> </ul>	<ul style="list-style-type: none"> <li>– National tourism administrations; civil society; private sector</li> </ul>
<ul style="list-style-type: none"> <li>– Facilitate women’s voice in community and household decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>– National tourism administrations; civil society; private sector</li> </ul>
<ul style="list-style-type: none"> <li>– Introduce measures to improve women’s work-life balance in tourism and encourage an equal division of unpaid care work in tourism communities.</li> </ul>	<ul style="list-style-type: none"> <li>– National tourism administrations; civil society; private sector</li> </ul>
<ul style="list-style-type: none"> <li>– Actively support women’s representation and leadership in trade unions.</li> </ul>	<ul style="list-style-type: none"> <li>– Private sector; trade unions</li> </ul>

## Key finding 6

When targeted gender-sensitive training is provided and women have access to appropriate technology, digital technologies can offer exciting new opportunities for women’s empowerment and innovation in tourism

### Recommendation:

Increase women’s participation in training on digital technologies in tourism, at the same time address issues of women’s access to and usage of technology.

### SDG targets:



### Thematic areas:



Action points	Stakeholders
<ul style="list-style-type: none"> <li>Expand women’s access to digital technologies, including digital tourism platforms.</li> <li>Provide targeted training for women to ensure that they can use digital technologies to innovate through digital technologies in tourism.</li> </ul>	<ul style="list-style-type: none"> <li>Private sector; national tourism administrations; civil society</li> <li>Private sector; national tourism administrations; civil society</li> </ul>

## Key finding 7

The availability of sex-disaggregated tourism data allows for better targeted gender equality interventions in the sector and leads to greater women’s empowerment

### Recommendation:

Strengthen national capacity to research and report on gender disaggregated tourism data and to use it to promote gender equality and women’s empowerment.

### SDG targets:



### Thematic areas:



Leadership



Community

Action points	Stakeholders
<ul style="list-style-type: none"> <li>- The regular collection and reporting of data that is disaggregated by sex on employment in the tourism sector and, where possible, formal and informal tourism employment, gender pay gaps, entrepreneurship, education and training, leadership and decision-making, time use and work-life balance.</li> <li>- Regularly provide data disaggregated by sex on employment in the tourism sector to UNWTO.</li> </ul>	<ul style="list-style-type: none"> <li>- National tourism administrations; national statistics institutes; civil society; private sector</li> <li>- National tourism administrations; national statistics institutes; private sector</li> </ul>





The recommendations and action points serve as a guide for mapping a strategic path of action for gender equality and women's empowerment in tourism.

UNWTO is committed in its programme of work for 2020/2021 to produce gender mainstreaming recommendations for national tourism administrations (NTAs) of its Member States.

These recommendations will need to be matched with concrete commitments by governments, international organizations, national tourism administrations and civil society organizations.

This report demonstrates a clear case for tourism's potential as a vehicle for gender equality and women's empowerment.

The task now is to build on these findings to realize this potential.

# Annex 1

## Glossary of key gender terms

The following definitions are from the UN Women Training Centre Gender Equality Glossary.<sup>1</sup>

**Care work:** Unpaid care work encompasses all the daily activities that sustain our lives and health, such as house work (food preparation, cleaning, laundry) and personal care (especially of children, the elderly, people who are sick or have a disability). These activities are most commonly performed by women in the household for free.

**Decent work:** The availability of employment in conditions of freedom, equity, human security and dignity. According to the International Labour Organization (ILO), decent work involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.

**Decision-making and participation:** Without the active participation of women and the incorporation of women's perspective at all levels of decision-making, the goals of equality, development and peace cannot be achieved. Decision-making refers to many different areas of public life, including but not limited to decision-making positions in governments, legislative bodies, and political parties. It is also necessary to seek equal representation of women and men in decision-making positions in the areas of art, culture, sports, the media, education, religion and the law, as well as employer organizations and trade unions, transnational and national corporations, banks, academic and scientific institutions, and regional and international organizations, including those in the United Nations system.

**Gender:** The roles, behaviors, activities, and attributes that a given society at a given time considers appropriate for men and women. In addition to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and

boys, gender also refers to the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context, as are other important criteria for socio-cultural analysis including class, race, poverty level, ethnic group, sexual orientation, age, and others.

**Gender analysis:** Gender analysis is a critical examination of how differences in gender roles, activities, needs, opportunities and rights/entitlements affect men, women, girls and boys in certain situation or contexts. Gender analysis examines the relationships between women and men and their access to and control of resources and the constraints they face relative to each other. A gender analysis should be integrated into all sectoral or situational assessments to ensure that gender-based injustices and inequalities are not exacerbated by interventions, and that where possible, greater equality and justice in gender relations are promoted.

**Gender-based violence (GBV):** An umbrella term for any harmful act that is perpetrated against a person's will and that is based on socially ascribed (gender) differences between females and males. Examples include sexual violence, including sexual exploitation/abuse and forced prostitution; domestic violence; trafficking; forced/early marriage; harmful traditional practices such as female genital mutilation; honour killings; and widow inheritance. Violence against women is a form of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.

1 UN Women Training Centre (2019), *Glossary*, UN Women Training Centre, Santo Domingo (online), available at: <https://trainingcentre.unwomen.orgn> (01-07-2019).

**Gender discrimination:** Any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on the basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.

**Gender equality:** The equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development.

**Gender gap:** Any disparity between women and men's condition or position in society. It is often used to refer to a difference in average earnings between women and men, e.g. "gender pay gap" or "gender wage gap". However, gender gaps can be found in many areas, such as the four pillars that the World Economic Forum uses to calculate its Gender Gap Index, namely: economic participation and opportunity, educational attainment, health and survival and political empowerment.

**Gender mainstreaming:** Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a way to make women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality. Gender mainstreaming is the chosen approach of the UN system and international community toward realizing progress on women's and girl's rights. It is not a goal or objective on its own. It is a strategy for implementing greater equality for women and girls in relation to men and boys.

**Informality/informal work:** The informal sector refers to employment and production that takes place in small and/or unregistered enterprises. It includes self-employment in informal enterprises (small and unregistered enterprises) and wage employment in informal jobs (unregulated and unprotected jobs) for informal enterprises, formal enterprises, households or for no fixed employer.

**Sex:** The physical and biological characteristics that distinguish males and females.

**Women's empowerment:** The empowerment of women and girls concerns their gaining power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality. This implies that to be empowered they must not only have equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment), but they must also have the agency to use these rights, capabilities, resources and opportunities to make strategic choices and decisions (such as is provided through leadership opportunities and participation in political institutions). In addition, UNESCO explains, "No one can empower another: only the individual can empower herself or himself to make choices or to speak out. However, institutions including international cooperation agencies can support processes that can nurture self-empowerment of individuals or groups".

# Annex 2

## Methodology

Following the establishment of broad goals for each thematic area, good practice criteria were developed, in collaboration with the report's Regional Experts for Latin America, Africa and Asia (see table 1). These criteria respond to the question, 'What would gender equality in this thematic area look like?'. The criteria were refined throughout the process of developing the *Global Report on Women in Tourism – Second Edition*, including in response to inputs from case study participants. This reflects the overall participatory approach adopted by the report.

### Case study research

The developed draft criteria informed the selection of case studies featured in the report, based on the proposals by the Regional Experts, and were used to guide the interview process. Annex 5 presents and provides details on how the case studies relate to the good practice criteria across themes.

### Data collection and analysis

The second edition of the *Global Report on Women in Tourism* is a qualitative report supported and illustrated by data findings. Despite the lack of substantive quantitative data, every effort has been made to use the available data to its full potential in collaboration with UNWTO's Tourism Market Intelligence and Competitiveness Department. In addition recommendations have been developed for the collection of sex-disaggregated tourism data in the future.

UNWTO has available sex-disaggregated data on employment and/or self-employment in tourism for: Austria, Brazil, Cameroon, Canada, the Republic of Congo, the Czech Republic, Egypt, Georgia, Greece, Hungary, Jordan, Martinique, Mozambique, San Marino, Sierra Leone, Slovakia, Slovenia, Spain, the State of Palestine, Tajikistan, the United Kingdom, Uruguay and Zambia. These countries represent the world regions of the Americas, Africa, Europe and the Middle East, as defined by UNWTO's classification.

In addition, sex-disaggregated data on employment and/or self-employment in tourism is available for all 28 European Union (EU) Member States. This top-level economic data is complemented in the report with country-level findings. This allows for a strong analysis of tourism and gender and the identification of factors driving women's participation in tourism, as well as the impact of the tourism sector as a whole on the empowerment and equality of women. Data is available on the following aspects of the Global Report, as presented in table 1.

Table A2.1: **Data available on specific aspects of the *Global Report on Women in Tourism – Second Edition***

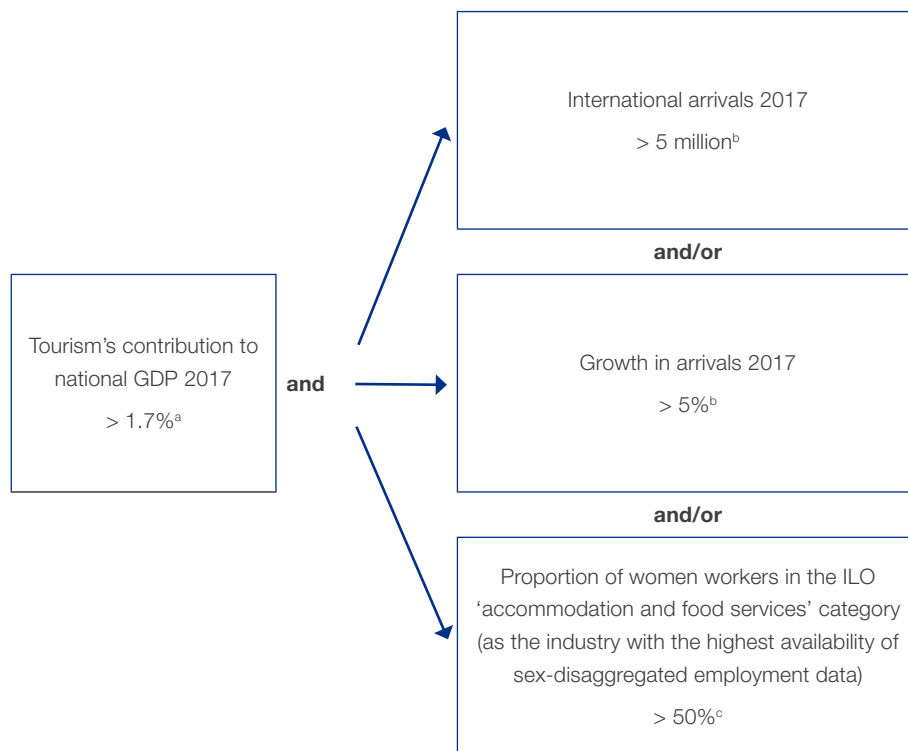
Thematic area/tourism industry	Data available
Employment	UNWTO has data for 23 countries.  The EU28 provide data on the proportion of self-employed women in the EU's tourism sector.  The ILOSTAT category of 'accommodation and food services' is used as a proxy for this industry.
Entrepreneurship	UNWTO has data for 23 countries.  The EU28 provide data on the proportion of self-employed women in the EU's tourism sector.
Accommodation	The ILOSTAT category of 'accommodation and food services' is used as a proxy for this industry.

## Country selection criteria

After an extensive compilation of tourism data for all countries on which UNWTO holds data, key criteria for country selection were established in agreement with UNWTO Statistics Department to determine which countries would be included in the data analysis of this report. As certain data sets are used as a proxy for the tourism sector, the objective of these criteria is to ensure that this report only focuses on countries where tourism is a large or growing sector.

Firstly, all 23 countries that provide sex-disaggregated tourism data to UNWTO and all EU28 countries are included in the data analysis of the report. For the remaining countries to be selected for inclusion, as set out in the figure below, tourism must have contributed at least 1.7% to the country's GDP in 2017. In one or two cases, countries fall slightly below this threshold; nevertheless, tourism is an important national sector. In addition to tourism's contribution to GDP, the country must have met at least one of the following criteria in 2017: tourism arrivals greater than 5 million; growth in tourism arrivals greater than 5%; and/or women are at least 50% of workers in the ILO category of 'accommodation and food services' (the closest available proxy for estimating participation across the tourism sector). Exceptions include countries with a large tourism sector but very low women's employment. After applying the country-selection criteria, the list of countries that did not meet the contribution to GDP and one additional criteria was revised and countries with a significant tourism sector were included on a country by country basis. A full list and regional breakdown of countries and which criteria they fulfilled is available in annex 2.

Figure A2.1: **Country selection criteria for the *Global Report on Women in Tourism – Second Edition***



Sources: a) World Bank, (2018), TCdata 360, *Travel and Tourism direct contribution to GDP* (online), available at: [tcdata360.worldbank.org](http://tcdata360.worldbank.org) (01-07-2019).

b) World Tourism Organization (2018g), *World Tourism Barometer and Statistical Annex*, volume 16 (3), UNWTO, Madrid, DOI: <https://www.e-unwto.org/toc/wtobarometereng/16/3>.

c) International Labour Organization, ILOSTAT (2018b), *Total employed by sex*, ILO, Geneva (online), available at: <http://ilostat.ilo.org> (01-07-2019).

## Country selection for sex-disaggregated tourism data

Countries in column A, B, C and D are included in the analysis. Countries from column E are not included. Countries with extremely limited data availability are included in column E and are excluded from the report.

Table A5.1: **Countries included in and excluded from data collection and analysis**

<b>A Provides sex-disaggregated tourism data to UNWTO and EU28 countries</b> (included in data collection and analysis)	<b>B Meets at least two criteria, includes data for all four criteria</b> (included in data collection and analysis)	<b>C Meets at least two criteria, but has missing data for one or two categories</b> (included in data collection and analysis)	<b>D Does not meet criteria or is missing data</b> (revised on a country-by-country basis and included in data collection and analysis)	<b>E Does not meet criteria or is missing data</b> (excluded from data collection and analysis)
<b>UNWTO region: Africa</b>				
Cameroon Congo Mozambique Sierra Leone Zambia	Algeria Madagascar Mauritius Morocco South Africa Togo	Botswana Cape Verde Ethiopia Ghana Kenya Lesotho Namibia Senegal Seychelles Tanzania, United Republic of Tunisia Zimbabwe	Benin Burundi Central African Republic Cote D'Ivoire Gambia Guinea Malawi Niger Nigeria Rwanda Sao Tome and Principe Sudan Swaziland Uganda	Angola Burkina Faso Chad Comoros Congo, Democratic Republic of the Djibouti Equatorial Guinea Eritrea Gabon Guinea Bissau Liberia Mali Mauritania Somalia
<b>UNWTO region: Americas</b>				
Brazil Canada Martinique+ Uruguay	Antigua and Barbuda+ Argentina Aruba+ Barbados Belize Bermuda+ Cayman Islands Chile Colombia Costa Rica Dominican Republic Ecuador Honduras Jamaica Nicaragua Panama Peru Saint Lucia	Bolivia, Plurinational State of El Salvador Guatemala Guyana Mexico Paraguay	Anguilla+ Bahamas British Virgin Islands (United Kingdom)+ Cuba Dominica+ Grenada+ Guadeloupe+ Haiti Puerto Rico (US) Saint Kitts and Nevis+ Saint Vincent and the Grenadines Trinidad and Tobago United States of America US Virgin Islands Venezuela, Bolivarian Republic of	Curaçao Falkland Islands French Guiana Montserrat Saint Barthélemy Sint Maarten Suriname Turks and Caicos Islands

<b>A Provides sex-disaggregated tourism data to UNWTO and EU28 countries</b> (included in data collection and analysis)	<b>B Meets at least two criteria, includes data for all four criteria</b> (included in data collection and analysis)	<b>C Meets at least two criteria, but has missing data for one or two categories</b> (included in data collection and analysis)	<b>D Does not meet criteria or is missing data</b> (revised on a country-by-country basis and included in data collection and analysis)	<b>E Does not meet criteria or is missing data</b> (excluded from data collection and analysis)
<b>UNWTO region: Asia and the Pacific</b>				
India	Australia Fiji Malaysia Philippines Singapore Thailand	Cambodia China Hong Kong (China) Indonesia Japan Macao (China) Maldives Mongolia Nepal New Zealand Solomon Islands Taiwan Province of China Vanuatu Viet Nam	Bangladesh Bhutan Brunei Darussalam Korea, Republic of Lao People's Democratic Republic Myanmar Pakistan Sri Lanka	Afghanistan Korea, Democratic People's Republic of New Caledonia Papua New Guinea Samoa Timor-Leste



<b>A Provides sex-disaggregated tourism data to UNWTO and EU28 countries</b> (included in data collection and analysis)	<b>B Meets at least two criteria, includes data for all four criteria</b> (included in data collection and analysis)	<b>C Meets at least two criteria, but has missing data for one or two categories</b> (included in data collection and analysis)	<b>D Does not meet criteria or is missing data</b> (revised on a country-by-country basis and included in data collection and analysis)	<b>E Does not meet criteria or is missing data</b> (excluded from data collection and analysis)
<b>UNWTO region: Europe</b>				
Austria*	Albania	Azerbaijan	Armenia	Andorra
Belgium	Iceland	Belarus	Russian Federation	Kyrgyzstan
Bulgaria	Israel	Bosnia and Herzegovina		Liechtenstein
Croatia	Montenegro	Kazakhstan		Moldova
Cyprus	North Macedonia	Switzerland		Monaco
Czech Republic*	Norway			Turkmenistan
Denmark	Serbia			Uzbekistan
Estonia	Turkey			Ukraine
Finland				
France				
Georgia				
Germany				
Greece*				
Hungary*				
Ireland				
Italy				
Latvia				
Lithuania				
Luxembourg				
Malta				
Netherlands				
Poland				
Portugal				
Romania				
San Marino +				
Slovakia*				
Slovenia*				
Spain*				
Sweden				
Tajikistan				
United Kingdom*				

<b>A Provides sex-disaggregated tourism data to UNWTO and EU28 countries</b> <small>(included in data collection and analysis)</small>	<b>B Meets at least two criteria, includes data for all four criteria</b> <small>(included in data collection and analysis)</small>	<b>C Meets at least two criteria, but has missing data for one or two categories</b> <small>(included in data collection and analysis)</small>	<b>D Does not meet criteria or is missing data</b> <small>(revised on a country-by-country basis and included in data collection and analysis)</small>	<b>E Does not meet criteria or is missing data</b> <small>(excluded from data collection and analysis)</small>
<b>UNWTO region: Middle East</b>				
Jordan State of Palestine	Egypt Saudi Arabia United Arab Emirates	Bahrain Lebanon	Iraq Kuwait Libya+ Oman Qatar Syrian Arab Republic Yemen	Iran, Islamic Republic of

Note: \*) Indicates countries with both UNWTO and EU data, for comparison.

+ ) Indicates countries not included in calculations for the percentage of female persons employed in 'accommodation and food services', as ILO holds neither national data nor modelled estimates for these countries.

# Annex 3

## Key questions

To explore how far the tourism sector is meeting the five thematic goals proposed by this report, the following questions were developed and answered using a combination of quantitative analysis, documentary analysis and in-depth case studies.

### Goal 1: Employment

- 1.1 What are the conditions of tourism work for women?<sup>1</sup> E.g. pay, flexibility, working hours, freedom from harassment, etc.
- 1.2 Has tourism reduced the number of own-account workers or contributing family workers?<sup>2</sup>
- 1.3 What are the proportions of women at each level of the company (vertical segregation)? What are the proportions of women in the different areas of the company – e.g. are women found in non-gender stereotyped jobs (horizontal segregation)?
- 1.4 Are women employees members of a trade union or other collective bargaining organization?
- 1.5 Is ILO Convention 183 on Maternity Protection respected?<sup>3</sup> Is ILO Convention 156 on Workers with Family Responsibilities respected?<sup>4</sup>
- 1.6 What is the gender pay gap in the company (either from data or anecdotally)?
- 1.7 Are measures are being taken to provide or campaign for adequate childcare for tourism workers (see also 1.5)?
- 1.8 Are attempts being made to address sexual exploitation of women and girls in the tourism sector?

- 
- 1 ILO's defines 'decent work' as work that "sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men." For more information, see: [www.ilo.org/global/topics/decent-work/lang--en/index.htm](http://www.ilo.org/global/topics/decent-work/lang--en/index.htm).
  - 2 Own-account workers and contributing family workers have a lower likelihood of having formal work arrangements, and are therefore more likely to lack elements associated with decent employment, such as adequate social security and a voice at work. Therefore, the two statuses are summed to create a classification of 'vulnerable employment', while wage and salaried workers together with employers constitute 'non-vulnerable employment'. The vulnerable employment rate, which is the share of vulnerable employment in total employment, was an indicator of the (now finished) Millennium Development Goals, under the employment, target on decent work. For more information, see: [www.ilo.org/loststat-files/Documents/description\\_STE\\_EN.pdf](http://www.ilo.org/loststat-files/Documents/description_STE_EN.pdf).
  - 3 For more information, see: [www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_ILO\\_CODE:C183](http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C183); for information by country, see: [www.ilo.org/global/topics/equality-and-discrimination/maternity-protection/publications/maternity-paternity-at-work-2014/lang--en/index.htm](http://www.ilo.org/global/topics/equality-and-discrimination/maternity-protection/publications/maternity-paternity-at-work-2014/lang--en/index.htm).
  - 4 For more information, see: [www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_ILO\\_CODE:C156](http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C156); for information on which countries have ratified the Convention, see: [www.ilo.org/dyn/normlex/en/f?p=1000:11300:0::NO:11300:P11300\\_INSTRUMENT\\_ID:312301](http://www.ilo.org/dyn/normlex/en/f?p=1000:11300:0::NO:11300:P11300_INSTRUMENT_ID:312301).

## Goal 2: Entrepreneurship

- 2.1 Are women's tourism businesses formalized? (registered, licensed, tax-paying, etc.)
- 2.2 Are women's tourism businesses increasing financial inclusion? (Bank accounts, loans, savings, assets etc.).<sup>5</sup>
- 2.3 Do women have market access and fair trade terms for their tourism products and services?
- 2.4 Are there opportunities for women's advancement and professional development?
- 2.5 Are there any policies or initiatives at the national level that are supporting women's tourism businesses?
- 2.6 How are childcare and women's unpaid work taken into account in the initiative?

## Goal 3: Education and training

- 3.1 Are there public sector training programmes for women in tourism?
- 3.2 Are there private sector training programmes for women in tourism?
- 3.3 Are women and girls being actively encouraged to participate in tourism studies and training?
- 3.4 Has gender equality training been provided for tourism policy-makers?
- 3.5 Has gender equality training been provided for tourism managers and employees?

## Goal 4: Leadership, policy and decision-making

- 4.1 Is there a gender equality strategy in place for the tourism sector, or is one currently being developed? Is there any mention of gender equality/women's empowerment in the national tourism strategy, or is tourism acknowledged in the country's gender mainstreaming strategy/ gender equality policy?
- 4.2 Are women represented in decision-making spaces in the tourism private sector? Do women have influence in the spaces in which they are represented?
- 4.3 Are women represented in decision-making spaces in public sector tourism bodies and agencies? Do women have influence in the spaces in which they are represented?
- 4.4 Are women represented on the executive boards of major tourism companies? Do they have influence on board decisions?

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<sup>5</sup> For more information on women's financial inclusion, see: [www.cgap.org/topics/women-and-financial-inclusion](http://www.cgap.org/topics/women-and-financial-inclusion).

## Goal 5: Community and civil society

- 5.1 Are women's tourism networks and NGOS active or in development?
- 5.2 Are women's tourism cooperatives active or in development?
- 5.3 Has tourism facilitated women's increased voice in community decision-making?
- 5.4 Has tourism facilitated women's increased voice in household decision-making?
- 5.5 Has tourism led to a more equal division of unpaid care work?

# Annex 4

## How can tourism contribute to the Sustainable Development Goals



### **SDG 1 – End poverty in all its forms everywhere**

Tourism provides income through job creation at local and community levels. It can be linked with national poverty reduction strategies and entrepreneurship. Low skills requirement and local recruitment can empower less favoured groups, particularly youth and women.



### **SDG 2 – End hunger, achieve food security and nutrition, promote sustainable agriculture**

Tourism can spur sustainable agriculture by promoting the production and supplies to hotels, and sales of local products to tourists. Agro-tourism can generate additional income while enhancing the value of the tourism experience.



### **SDG 3 – Ensure healthy lives and promote well-being for all at all ages**

Tax income generated from tourism can be reinvested in health care and services, improving maternal health, reduce child mortality and preventing diseases. Visitors fees collected in protected areas can as well contribute to health services.



### **SDG 4 – Ensure inclusive and equitable quality education and promote lifelong learning for all**

Tourism has the potential to promote inclusiveness. A skilful workforce is crucial for tourism to prosper. The tourism sector provides opportunities for direct and indirect jobs for youth, women, and those with special needs, who should benefit through educational means.



### **SDG 5 – Achieve gender equality and empower all women and girls**

Tourism can empower women, particularly through the provision of direct jobs and income-generation from MMEs in tourism and hospitality related enterprises. Tourism can be a tool for women to become fully engaged and lead in every aspect of society.



### **SDG 6 – Ensure availability and sustainable management of water and sanitation for all**

Tourism investment requirement for providing utilities can play a critical role in achieving water access and security, as well as hygiene and sanitation for all. The efficient use of water in tourism, pollution control and technology efficiency can be key to safeguarding our most precious resource.



### **SDG 7 – Ensure access to affordable, reliable, sustainable and modern energy for all**

As a sector, which is energy intensive, tourism can accelerate the shift towards increased renewable energy shares in the global energy mix. By promoting investments in clean energy sources, tourism can help to reduce green house gases, mitigate climate change and contribute to access of energy for all.



### **SDG 8 – Promote sustained, inclusive and sustainable economic growth, employment and decent work for all**

Tourism, as services trade, is one of the top four export earners globally, currently providing one in ten jobs worldwide. Decent work opportunities in tourism, particularly for youth and women, and policies that favour better diversification through tourism value chains can enhance tourism positive socio-economic impacts.



### **SDG 9 – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**

Tourism development relies on good public and private infrastructure. The sector can influence public policy for infrastructure upgrade and retrofit, making them more sustainable, innovative and resource-efficient and moving towards low carbon growth, thus attracting tourists and other sources of foreign investment.



### **SDG 10 – Reduce inequality within and among countries**

Tourism can be a powerful tool for reducing inequalities if it engages local populations and all key stakeholders in its development. Tourism can contribute to urban renewal and rural development by giving people the opportunity to prosper in their place of origin. Tourism is an effective means for economic integration and diversification.



### **SDG 11 – Make cities and human settlements inclusive, safe, resilient and sustainable**

Tourism can advance urban infrastructure and accessibility, promote regeneration and preserve cultural and natural heritage, assets on which tourism depends. Investment in green infrastructure (more efficient transport, reduced air pollution) should result in smarter and greener cities for, not only residents but also tourists.



### **SDG 12 – Ensure sustainable consumption and production patterns**

The tourism sector needs to adopt sustainable consumption and production (SCP) modes, accelerating the shift towards sustainability. Tools to monitor sustainable development impacts for tourism including for energy, water, waste, biodiversity and job creation will result in enhanced economic, social and environmental outcomes.



### **SDG 13 – Take urgent action to combat climate change and its impacts**

Tourism contributes to and is affected by climate change. Tourism stakeholders should play a leading role in the global response to climate change. By reducing its carbon footprint, in the transport and accommodation sector, tourism can benefit from low carbon growth and help tackle one of the most pressing challenges of our time.



### **SDG 14 – Conserve and sustainably use the oceans, seas and marine resources for sustainable development**

Coastal and maritime tourism rely on healthy marine ecosystems. Tourism development must be a part of Integrated Coastal Zone Management in order to help conserve and preserve fragile marine ecosystems and serve as a vehicle to promote a blue economy, contributing to the sustainable use of marine resources.



### **SDG 15 – Protect, restore and promote sustainable use of terrestrial ecosystems and halt biodiversity loss**

Rich biodiversity and natural heritage are often the main reasons why tourists visit a destination. Tourism can play a major role if sustainably managed in fragile zones, not only in conserving and preserving biodiversity, but also in generating revenue as an alternative livelihood to local communities.



### **SDG 16 – Promote peaceful and inclusive societies, provide access to justice for all and build inclusive institutions**

As tourism revolves around billions of encounters between people of diverse cultural backgrounds, the sector can foster multicultural and inter-faith tolerance and understanding, laying the foundation for more peaceful societies. Tourism, which benefits and engages local communities, can also consolidate peace in post-conflict societies.



### **SDG 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development**

Due to its cross-sectoral nature, tourism has the ability to strengthen private/public partnerships and engage multiple stakeholders – international, national, regional and local – to work together to achieve the SDGs and other common goals. Public policy and innovative financing are at the core for achieving the 2030 Agenda.

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# Acronyms and abbreviations

AAPEC	Asia-Pacific Economic Cooperation	JATA	Japanese Association of Travel Agents
B-BBEE	Broad-based Black Economic Programme	JWTC	Japanese Women's Travel Club
CCT	Central American Tourism Council	KTDC	Kerala Tourism Development Corporation
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women	LGBTIQ	lesbian, gay, bisexual, transgender, intersex and queer
CEO	Chief Executive Officer	NGO	non-governmental organization
COMESA	Common Market for Easter and Southern Africa	NTA	national tourism administration
DAWN	Domestic Alternatives with Women for a New Era	OECD	Organisation for Economic Coordination and Development
ECLAC	Economic Commission for Latin America and the Caribbean	PATA	Pacific-Asia Tourism Association
EIGE	European Institute for Gender Equality	SADC	Southern African Development Community
EU28	the 28 members states of the European Union	SDG	Sustainable Development Goal
FIASEET	International Federation of Women Tourism Business Executives	SECTUR	Secretaría de Tursimo (Mexican Ministry of Tourism)
GDP	gross domestic product	SEWA	Self-Employed Women's Association, India
GIZ	Deutsche Gesellschaft für internationale Zusammenarbeit (German International Cooperation Agency)	SITCA	Central American Tourism Integration Secretariat
GSMA	Global System for Mobile Communications Association	SME	small- and medium-sized enterprise
GTERC	Global Tourism Economy Research Centre	SWOPA	Sirigu Women's Organisation of Pottery and Art, Ghana
HIP	Hospitality Industry Pipeline	UHOA	Uganda Hotel Owners Association
IATA	International Air Transport Association	UN	United Nations
IFC	International Finance Corporation	UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
IGAD	Intergovernmental Authority on Development	UNWTO	World Tourism Organization
ILO	International Labour Organization	USD	dollar of the United States of America
IUF	International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations	WAAG	Women at Accor Generation
		WBL Index	Women, Business and the Law Index
		WITEP	Women in Tourism Empowerment Programme
		WTTC	World Tourism & Travel Council

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The *Global Report on Women in Tourism 2010* provided the first look and a baseline study on the situation of women in the tourism sector. This second edition of the report considers how the situation has evolved since then and provides a thorough assessment of tourism's contribution towards United Nations Sustainable Development Goal 5 – to achieve gender equality and empower all women and girls. The report has an extended geographical scope, additional in-depth industry analysis and contains a rich tapestry of case-studies that illustrate how women around the world are using tourism as a vehicle for empowerment and development.

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