CREATING BELONGING
DIVERSITY, EQUITY, INCLUSION, & BELONGING IN TRAVEL & TOURISM

In partnership with:
HospitableMe
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FOREWORD

Hospitality is more than a warm meal or a place to stay the night. It is an act of generosity – a deliberate effort to welcome a stranger. To be hospitable is to help someone feel safe, welcome and cared for.

Hospitality has always been central to Travel & Tourism. But today, it is a model not only for how we look after travellers, but how we care for our colleagues too. We all want to work for companies that make us feel safe and welcome, and ours is a sector uniquely placed to lead change: no other industry plays such a pivotal role in building bridges between people, or places such a high value on openness to new experiences, cultures, languages, or ideas.

We have come a long way in recent years. More companies are making a deliberate effort to support women and families, with competitive parental leave policies. More attention is paid to those with chronic illnesses or disabilities in the workplace. We talk much more about inclusion, and how to support people who have been historically underrepresented or excluded.

Yet despite all this, too many people still feel excluded from Travel & Tourism, simply based on who they are, who they love, where they come from or how they worship. Progress varies dramatically across industries, geography and cultures. Our sector is by no means immune to prejudice. And even well-intentioned businesses still create or uphold barriers that prevent people from accessing the same opportunities and resources as others: discriminatory hiring, promotion, and pay practices, limited accommodations for all forms of disability, and formal processes and unspoken norms that prevent many from fully participating in the Travel & Tourism economy.

The remarkable size and growth of our sector demands that we address these issues. Travel & Tourism employed 295 million people in 2022 - that’s roughly 1 in 11 jobs, worldwide. We can’t afford to overlook crucial pools of talent, and full participation in the labour market. We need to start thinking more expansively. This report sets out how.

The core ideas here are not radical – they are often the first things we learn in life, in every culture and country. Doing unto others as we would have them do unto us. Sharing our things. Helping people in need. We all grow up thinking the world works the way it did in our family, religion, school, and country – Travel & Tourism is uniquely positioned to provide the education and experiences that open us to new perspectives and ways of thinking and doing.

For businesses, this research contains both the data and case studies they need to spark change. It features cross-country analysis, breaking down employment in Travel & Tourism by age, ethnicity, gender and more. It examines the issues of educational attainment, funding, and benchmarking. And above all, it is a model of perhaps the most fundamental practice in our sector: partnership. The word “hospitality” itself embodies this concept. Its origin, the word hospes, means both ‘guest’ and ‘host’ – two equals, looking out for each other.

As co-authors and partners in this work, we share the belief that the values of inclusion and belonging are fundamental to Travel & Tourism. We share a commitment to evolving our own organisations to better reflect the customers we serve and the communities in which we operate. And we share the hope that this report will inspire and facilitate your own journey towards making the world a more inclusive and welcoming place for everyone.
INTRODUCTION

This report is structured according to three goals:

1. Section one aims to **familiarise readers with concepts and terms** in the field of diversity, equity, inclusion and belonging (DEIB).

2. Section two **analyses employment data for Travel & Tourism**, broken down by age, gender, educational attainment and more, to equip businesses and policymakers with the facts they need and to provide a benchmark for future progress.

3. And section three **explores ways to make Travel & Tourism more inclusive**, drawing on **findings from the WTTC DEIB survey**. This includes **case studies from the Travel & Tourism sector** as well as from other sectors about what has worked well for companies in the past, and ideas for the future.
DEIB TERMS, CONCEPTS AND BACKGROUND

“Travel is fatal to prejudice, bigotry, and narrow-mindedness, and many of our people need it sorely on these accounts. Broad, wholesome, charitable views of men and things cannot be acquired by vegetating in one little corner of the earth all one’s lifetime.” — Mark Twain

Since ancient times, travel has helped build bridges between people and cultures. It is one of the most important ways Travel & Tourism can be a force for good. Recognising the growing importance of equality and inclusion to our sector, WTTC is supporting efforts to build DEIB by reporting on Travel & Tourism sector benchmarks and best practices.

The language of DEIB is evolving and nuanced. To facilitate understanding and discussion, this guide will familiarise you with important concepts and terms that are used in this discipline and our work.

WHAT IS DIVERSITY, EQUITY, INCLUSION AND BELONGING

Until recently, efforts to build more inclusive organisations and cultures were called Diversity and Inclusion. The addition of Equity and Belonging represents a more holistic view of the goals and challenges of these efforts. Verna Meyers coined the expression “Diversity is being invited to the party. Inclusion is being asked to dance.” Diversity is easy, it can be legislated. It simply means you have a right to be in this space. Inclusion is being made to feel welcome, that this space is for you, and others are happy for you to be here. It’s a much harder and more important goal.

Equity means giving everyone access to the same opportunities and resources in the workplace, no matter what their identity or circumstances are. A building with wheelchair ramps and curb cuts, for example, creates equity for wheelchair users. It also makes life easier for others, such as parents with pushchairs - showing that common accommodations for specific communities often benefit many people beyond the intended community.

‘Belonging’ has entered the vernacular because it best describes the end goal of these efforts. Belonging refers to the sense of connectedness, acceptance, and support that people feel within an organisation, group, or community. Employees who feel a sense of belonging are more engaged and invested in their work. Consumers who feel a sense of belonging can be loyal champions of brands. HospitableMe defines the formula for belonging as inclusion plus trust, over time.
Issues and actions around DEIB manifest differently around the world, and efforts to recognise certain identities and address historical inequity can be divisive in the workplace and the political arena. Some jurisdictions, particularly in the US, are challenging the legality of some efforts to produce greater equity. The means by which the broad goals of DEIB are achieved may be contested, but the end goal of greater inclusion within Travel & Tourism organisations is clear and supported by data: inclusive organisations achieve better financial performance, employee satisfaction and consumer loyalty. No organisation or destination can achieve its full potential unless everyone feels safe and welcome.

There is no one-size-fits-all approach to promoting and producing greater inclusion within organisations. This report looks at the range of efforts being made by WTTTC members around the world and the structures underlying those efforts. Every organisation starts at a different place, and moves at a different pace. In creating a sector baseline, you can use this report to see where your organisation is in relation to Travel & Tourism more broadly. Crucially, this data can help you identify opportunities and pathways for your organisation to make faster progress towards a more inclusive future.

WHO FACES WORKPLACE EXCLUSION?

In this report, we're choosing to use the term ‘Historically Underrepresented or Excluded’ (HUE) to describe identities that are often referred to as “marginalised”, “minority,” or “diverse.” The authors have used HUE because it more accurately describes the audiences we’re talking about, and the conditions they face. Someone can be a minority in some circumstances, but part of the majority in a different place. There are many different ways that people can be marginalised – this report looks specifically at policies and structures that cause people to be excluded from travel and work opportunities. ‘Diverse’ is typically used to describe only people who are not part of a majority and ignores the reality that we are all diverse – each person has different aspects of their identities combined in different ways to create who they are. The term HUE is comprehensive: it considers all aspects of identity, defined in this project across nine groups, with additional sub-groups. In listing these aspects of identity, the authors acknowledge that all identities are nuanced, personal, and combined in individuals in unique ways that defy grouping. This framework is designed as a starting point and will likely evolve. The authors invite discussion of additional and different characteristics that make it easier to understand and address issues of historical exclusion and underrepresentation.

For this research, we surveyed businesses in the Travel & Tourism sector. We asked about different aspects of their workforce using the nine headings listed below. Where an identity was not listed in our survey, respondents were invited to share more.
TRAVEL & TOURISM EMPLOYMENT: THE DATA

Travel & Tourism is a significant employer globally, supporting 1 in 11 jobs on the planet. It is a particularly important provider of jobs for women and young people. According to the latest Environmental & Social Research (ESR) produced by WTTC and the Sustainable Tourism Global Center, in partnership with Oxford Economics, the sector directly employed nearly 40 million female workers and 15 million young people (aged between 15 and 24) globally in 2021. When accounting for the indirect and the wage-induced impacts, the sector supported 100 million female workers and almost 33 million youth jobs worldwide in 2021. This is fairly close to the global average: in 2019, 39.8% of those directly employed by the sector were female, compared to the average female share of 39.5% in the wider economy. By 2021, the share of female workers in the sector fell slightly to 39.3%.

Travel & Tourism employed a larger share of young people than the wider economy in 2019: young people held 15.8% of direct jobs in the sector, compared to the average share of 13% in the wider global economy. Despite a fall in youth employment during the pandemic, in 2021 the sector still employed a higher share of young people – at 15% – than the 12.5% share in the wider economy.
This section dives deeper into these DEIB metrics (plus others) for the following countries and the EU region (the table also shows the availability of official data on the various DEIB metrics):

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*Note: We only track 2 genders (male and female) for this data analysis section.
** Note: Definition of disability varies among the countries. See Appendix for the official definition adopted by each country.

**CROSS-COUNTRY ANALYSIS**

Of the six markets analysed, the share of female workers in the Travel & Tourism workforce was highest in Australia (54%), followed by the US (48%), as shown in Figure 1. In the former, the female share of the Travel & Tourism workforce was even higher than the female share of the wider economy’s workforce. In the US, the UK and the EU, the share of female workers in the sector was more or less aligned with the share of female workers in the wider economy. In South Africa and Rwanda, not only did female workers constitute a comparatively smaller share of the sector’s workforce, but the share was also significantly smaller than the economy-wide average – particularly in Rwanda where the difference was around 18 percentage points. Female employment tends to be concentrated in hospitality, retail, travel services, and recreation & cultural activities (a breakdown of the sub-sectors can be found in the Appendix). By contrast, the land, water, and air transportation sub-sectors tend to be more male dominated.
Travel & Tourism is a key employer of workers aged between 16 and 24 years. In the UK, the US, Australia, and the EU, the sector employs a considerably larger share of young people than the wider economy average, as shown in Figure 2. The difference was largest in the US where the share of youth in the sector’s workforce stood at 26% compared to their share of 12% in the wider economy. In Rwanda, the sector’s share of youth employment was marginally higher whereas in South Africa, the share was marginally lower than the average in the wider economy. Within the various sub-sectors, young workers tend to be concentrated in hospitality and retail.
Travel & Tourism's potential to grow is dependent on the level of formal education and skills of its workforce. Unlike many other sectors, Travel & Tourism is unique in the cross-section of jobs it supports that require a wide range of skills. For instance, the skills required of a pilot vary significantly from those of a hotel manager, or a travel agent. At the same time, the sector supports workers with different levels of formal education. That's why Travel & Tourism is an important source of employment for many across the globe – particularly for workers with lower levels of formal education.

When compared to the wider economy, Travel & Tourism employed a higher share of workers with low levels of formal education in the EU, the UK, and the US (Figure 3). The difference was largest in the EU where the share of Travel & Tourism workers with low formal education levels (ISCED: Low) stood at 21.7% compared to the overall regional average of 16.5%. In South Africa, the share of the sector's workforce with low education levels was aligned with the wider economy. Conversely, in Rwanda, the sector employed a lower proportion of workers with basic or less than basic education compared to the wider economy.

Figure 3: % share of workers with different levels of formal education, Travel & Tourism vs total economy
Gender

In 2022, 53% of Travel & Tourism’s workforce was male and 47% was female. This is similar to the gender distribution observed in the wider economy. However, when compared to other economic sectors, Travel & Tourism has the most equal gender distribution. For example, agriculture, mining, construction, and automotive manufacturing sectors are highly skewed towards male workers whereas the health sector is the opposite, with a high share of female workers. Only the service sectors such as banking, financial services, and retail have similarly equal gender distribution.

Among the various Travel & Tourism sub-sectors, libraries, tour operators, and accommodation had the highest shares of female workers whereas land transport, warehousing, and water transport had the lowest shares of female workers.

The female share of the sector’s workforce has improved by 0.9 percentage points since 2011 with the largest increases recorded in water transport where the female share increased by 8.2 percentage points, followed by 7.1 percentage points increase in air transport. On the other end of the spectrum, gambling and tour operator sub-sectors witnessed a fall in female share of the workforce to tunes of 12.6 percentage points and 8.8 percentage points respectively since 2011.

Age

Travel & Tourism in the UK employs a higher share of young people than the wider economy. In 2022, nearly 20% of workers in the sector were between the ages of 16 and 24 whereas the share was 11% in the wider economy. Other than Travel & Tourism, such a high level of youth participation can only be observed in the retail sector. As for the various Travel & Tourism sub-sectors, the share of young employment was largest in food and beverage, at 41%. The three transportation sub-sectors (land, air, and water) had the lowest shares of youth employment – ranging between 3% and 5% – which can possibly be explained by the years of training required.

Ethnicity and Race

In line with the wider economy, non-White workers constituted around 15% of the Travel & Tourism workforce in the UK in 2022. The share of non-White workers was highest in land transport and food & beverage sub-sectors. Between 2011 and 2022, the share of Asian workers in the sector increased by 0.5 percentage points and the share of Black workers increased by 1.1 percentage points. The biggest increases in the shares of non-White workers can be observed in warehousing (+9.3 percentage points), followed by land transport (+6.3 percentage points).

Disability Status

Workers with disability status made up 16.8% of the Travel & Tourism workforce – in line with the wider UK economy where 16.6% of workers were disabled. The share of disabled workers was highest in libraries (22%) and creative, arts, & entertainment (21%) sub-sectors. Conversely, their share was lowest in air transport, at 7%. The share of disabled workers in Travel & Tourism has improved by 2.4 percentage points since 2011, which is marginally higher than the 2.1 percentage points increase registered in the wider economy. In comparison to the other economic sectors, only the retail and health sectors had better improvements.
Educational Attainment

In 2022, 31.3% of the UK’s Travel & Tourism workforce had a university degree or equivalent which is around 12 percentage points less than the share of workers with the same qualifications in the wider economy. Among the sub-sectors, creative, arts, & entertainment, and libraries employed the largest shares of university-educated workers whereas land transport and food & beverage industries employed the lowest shares. At the other end, 6% of the UK’s Travel & Tourism workforce had no formal educational qualification – higher than the 4% for the wider economy. This shows the importance of the sector as a source of livelihood for workers with low or no formal education.

Sexual Orientation

Travel & Tourism employed a higher share of LGB+ employees than the total economy. In 2022, 5.2% of the sector’s workforce identified themselves as LGB+ compared to 4% in the wider UK economy. Only retail employed a larger share of LGB+ workers than Travel & Tourism. The sector has also witnessed a larger increase in the share of non-heterosexual workers than the wider economy since 2011 as the share of LGB+ increased by 2.7 percentage points compared to 2 percentage points growth in the wider economy. LGB+ workers were most prevalent in hospitality and creative, arts, & entertainment activities.
Gender

Travel & Tourism in the US employed an almost equal share of male and female workers – which is aligned with the national average. In 2022, 48% of the sector’s workers were female compared to a 47% female share in the wider economy. Female workers were prominent in travel arrangement and accommodation sub-sectors, with the share of females at 59% and 58% respectively. Due to the policy choice of stimulus cheques – as opposed to job retention schemes adopted across Europe – the US Travel & Tourism sector witnessed one of largest declines in jobs during the pandemic. Women with lower formal education and women with young children were impacted disproportionately. This is reflected in the 1.9 percentage point fall in the share of female workers in the Travel & Tourism workforce between 2011 and 2022.

Age

Travel & Tourism employed a significantly higher proportion of young workers than the whole economy. In 2022, 26% of the sector’s workers were between the ages of 16 and 24 whereas the share at the national level was just 12%. This share has remained unchanged from its 2011 value. However, within the sub-sectors, the share of young workers varied considerably. For instance, in food & drink services, the share of youth employment was as high as 40% while in air transportation, the share was just 7% despite a 3.7 percentage points rise in the last decade. The retail sector, with a share of youth employment at 23%, was the closest to Travel & Tourism among the various benchmark economic sectors.

Ethnicity and Race

The race composition of the Travel & Tourism workforce mirrors that of the national workforce, with 67% White, 17% Hispanic, 10% Black, and 5% Asian workers. The shares of Hispanic and Black workers in the sector have increased by 6.5 and 3 percentage points respectively between 2011 and 2022, eclipsing the rate of increase in the shares of these workers in the wider economy. Conversely, the share of Asian workers in the sector increased by only 1 percentage point compared to an increase of 1.5 percentage points for the wider economy. The share of non-White workers was highest in air and water transportation at 42% but lowest in the performing arts, wherein White workers accounted for 94% of the employees.
Disability Status

In 2022, 4.9% of Travel & Tourism’s workforce were disabled workers – only marginally higher (0.5 percentage points) than the share of disabled workers in the national labour force. Compared to 2011, this proportion represents an improvement of 1.6 percentage points. This is a better improvement than the 0.9 percentage point increase in the share of disabled workers in the national workforce in the same period. The largest increase in the share of disabled workers since 2011 has been in accommodations and food & beverage sub-sectors, where it grew by 2.1 percentage points. As for comparison to other benchmark sectors, only the retail sector recorded a larger increase (1.8 percentage points) in the disabled workers’ share than Travel & Tourism.

Educational Attainment

Travel & Tourism employed a larger share of workers with lower formal education qualifications than the wider economy. In 2022, 38.3% of the sector’s workforce had a high school qualification or less, compared to 30.5% in the national economy. Many of these employees worked in the automotive repair, food & drink services, and accommodation sub-sectors. Despite being an important source of livelihood to low-skilled workers, the sector was still dominated by workers with at least a bachelor’s degree – accounting for 33.7% – and their share has grown by 7.4 percentage points in the past decade. Sub-sectors such as performing arts and air transportation had high shares of these university-educated workers.
Gender
The Travel & Tourism workforce in Australia had a greater share of female workers (54.1%) than male workers (45.9%) in 2021, and this gender distribution contrasts that of the wider economy where female workers made up a smaller share of the labour force than their male counterparts. However, the share of female workers in Travel & Tourism has declined by 1.2 percentage points since 2011. Female employment was highest in education & training (72%), followed by travel agencies (62%), then accommodation (61%). In the rail transport sub-sector, female workers held 23% of roles, but this represents an increase of 13.1 percentage points from the 2011 level. The lowest shares of female employment were in transportation and gambling & casino sub-sectors. When compared to other benchmark economic sectors, only health and retail had larger shares of female workers than Travel & Tourism.

Age
Young people made up the largest share of the Travel & Tourism workforce, at 26.1% and their share is almost double that in the national economy. The share of young workers in Travel & Tourism has also increased by 0.3 percentage points since 2011 whereas their share in the wider economy declined by 1.1 percentage points. The next largest age group was young adults (aged 25 – 34 years) who represented 21.3% of the sector's employment. Nearly half of the workers in the food & beverage sub-sector were between the ages of 16 and 24. At the same time, young people were scarce in the transportation sub-sectors. Compared with other economic sectors, only retail employed a higher proportion of young workers, with a share of 29%.
Gender

The female share in South Africa’s Travel & Tourism workforce – at 39.3% in 2019 – was 3.3 percentage points lower than the share of female workers in the country’s total workforce. The highest concentrations of female workers were in restaurants (59%) and accommodations (58%), while they were least prevalent in non-railway land transport (10%), water transport (27%), and railway transport (28%). Health, retail, and financial services employed a higher share of female workers than Travel & Tourism, while other benchmark economic sectors such as construction and banking had lower shares of female employment.

Age

Young adults between the ages of 25 and 34 years accounted for the highest share of Travel & Tourism’s workforce (45%), followed by a nearly 30% share for workers aged between 35 and 44 years. Youth made up only 15.2% – only marginally lower than the 15.9% share in the wider economy. The age distribution of the sector’s workforce in South Africa mirrors that in the national economy. Among the various sub-sectors, young people accounted for more than half (63%) of the labour force in transport rental. On the other hand, they accounted for low shares of the workforce in the various transport sub-sectors, as well as accommodation. When compared against other benchmark sectors in the economy, Travel & Tourism employs a higher share of young people than banking and financial services but a lower share than retail and agriculture.

Educational Attainment

The distribution of Travel & Tourism workers with different educational qualifications is similar to that of the national labour force. Workers who have completed secondary education accounted for the largest proportion (44.2%) of the sector’s employment, followed by workers who have only attained primary education (40.3%). The share of workers who have tertiary educational qualifications was 10.9% – which is less than the 14.3% in the wider economy. Only 4.6% of the sector’s workers had less than primary education. Within the various sub-sectors, cultural activities and air transport had the highest shares of workers with post-secondary education whilst other land transport and travel agencies had high shares of workers with primary education or less. Only agriculture, among the various benchmark sectors, employed a higher share of workers with low education qualification (20%) while retail employed the same share.

Ethnicity and Race

More than two-thirds of South Africa’s Travel & Tourism workforce in 2019 were Black, while White and Coloured workers made up 10% each. The remaining 3.5% of the workforce were Asian. The race composition of the sector’s workforce is aligned with that in the total economy, but variances exist among the sub-sectors. For instance, in air transport, Black workers were only 54% of the workforce, and in accommodation, they accounted for nearly 76%. The share of Coloured workers was relatively higher in air transport (21%) and accommodation (14%). The share of Asian workers reached its highest levels in tourism-related retail and railway transport, at 6% each. Lastly, the share of White workers was highest in water transport (26%), followed by air transport (24%).
Gender
In 2022, female workers held 28.8% of Rwanda’s Travel & Tourism jobs. In the wider economy, the share of female employment was significantly higher, at 47.2%. Meanwhile, tourism-related retail and travel agencies employed more female workers than male workers with the share of female workers at 63% and 52% respectively. Although female workers only made up 29% of the workforce in the cultural activities sub-sector, the share has improved by 28.5 percentage points since 2017. Compared to other benchmark sectors, Travel & Tourism employed a higher share of female workers than mining and construction, which typically tend to be male dominated. The sector also employed roughly the same share of female workers as financial services.

Age
Young people accounted for 23.7% of Travel & Tourism’s workforce in Rwanda in 2022, marginally higher than their share of 22.7% in the wider economy. The pandemic hit young workers particularly hard. Since 2017, the overall Rwanda economy witnessed a fall of 2.1 percentage points in the share of young workers. However, Travel & Tourism’s youth employment has been slightly more resilient – dropping by 1.3 percentage points in the same period. The share of young workers was high in cultural activities where they accounted for more than half (52%) of the workforce. Travel & Tourism employed a higher share of young people than agriculture (20%), even though the latter is the largest employer of young people in absolute terms.

Educational Attainment
Workers with only basic education made up nearly two-thirds of Travel & Tourism’s workforce in 2022, followed by 18.5% of workers with intermediate education. The share of workers with advanced education stood at 12.8%. The remaining 4.2% of workers had less than basic education – lower than the 10.5% share for workers with similar level education in the wider economy. Since 2017, the shares of workers with intermediate and advanced education have increased by 2.4 percentage points and 0.9 percentage points respectively. Conversely, the shares of workers with lower education qualifications have fallen.
Gender

Female workers represented 45% of Travel & Tourism's workforce in the European Union in 2022, similar to the 46% share for female employment in the wider economy. Over the past decade, the share of female workers in the sector has fallen by 1 percentage point – contrasting with a gain of 0.9 percentage points in the wider economy. A drop of 5.6 percentage points in libraries is one of the factors behind this drop. However, it continued to have the highest share of female employees amongst all the sub-sectors, at 64%. Tour operators and accommodation had similarly high shares of female workers in 2022. At the same time, female workers made up a much smaller share of the workforce in land transport (15%) and water transport (21%). While female representation in the sector's workforce is higher than in mining, construction, and agriculture, it lags service-based sectors such as health (78%), retail (62%), and banking (53%).

Age

Young people make up a higher share of the workforce in Travel & Tourism than in the wider economy. In 2022, workers aged between 16 and 24 accounted for 10.5% of the sector's employees compared to 7.4% in the wider economy. The share of youth in the sector has remained almost constant since 2011. Within the sector, the share of young people was highest in sports, amusement & recreation (24%) and food & beverage (21%). Among the various economic benchmark sectors, only retail had a higher share of youth in its workforce (14%) than Travel & Tourism.

Educational Attainment

Travel & Tourism in the EU employed a higher share of workers with low formal education than the wider regional economy. In 2022, 22% of the sector's workforce had an education level below lower secondary compared to 16% in the wider regional workforce. In the same year, 28% of the sector's workforce had attained some form of tertiary education. Since 2011, the share of workers in the sector with low education fell by 4 percentage points while the share of workers with tertiary education increased by 6.6 percentage points. The food & beverage sub-sector had the highest share of workers with low formal education at 32%, followed by the accommodation sub-sector with a share of 25%. The share of workers with low formal education was only higher in agriculture and construction, amongst the various benchmark economic sectors.
ORGANISATIONS: DEIB IN PRACTICE

The following section draws largely from a WTTC member survey run in 2023. Responses are aggregated but some examples of best practices have been included with permission from the organisation.

The survey offers a comprehensive view of the DEIB landscape across the Travel & Tourism sector. With 33 people from WTTC member organisations sharing their insights, this section highlights the sector’s commitment to change, its progress to date, and its recognition of the work still ahead. We also provide examples of DEIB best practices taking place at major organisations in other sectors.

Internal Practices — Organisations are embracing various DEIB practices: cultural awareness programs, collaborations, and recruitment strategies. Many are dedicating personnel to their DEIB efforts (59% have roles dedicated to DEIB) and regular engagement surveys reflect an industry keen on making consistent, tangible progress (69% have written DEIB strategies).

Recruitment — An emphasis on diverse hiring is evident, with proactive outreach and internal adjustments to hiring practices standing out. The sector seems aware of its global reach and is keen to ensure that its workforce mirrors this diversity.

Compensation — Equitable compensation was very high overall, with all but two respondents stating their organisation actively ensures pay equity and all but five stating they are working to eliminate bias in their pay structures.

Benefits & Perks — The majority of responding companies offer benefits, including paid parental leave, disability accommodations, and gender-inclusive facilities.

Education & Training — The sector has done some training, focusing mostly on unconscious biases, privilege, and microaggressions. While some organisations focus on specific identities, many are not doing identity specific training at all. When asked which identities the companies specifically want to target, 20 of the respondents left the answer blank.
Broad recognition of Identities

There is a broad range of identity factors currently being addressed by DEIB initiatives, and broad interest in addressing more. 94% of respondents are tracking gender, 66% are tracking disability and 50% are tracking race. 38% are tracking family status, with an additional 27% wanting to. 28% are tracking sexual orientation, with an additional 30% wanting to. Only one respondent said their company tracks body size although 27% said they would like to do so. Additional identity aspects tracked by respondents include refugee/immigrant status, indigenous background, veteran, and care giver status. These percentages give a clear picture of the increasing importance of multiple aspects of diversity, and the broad range of DEIB efforts in the industry.

Comparisons to Other Industries:

Compared to other sectors, the Travel & Tourism sector’s sensitivity to DEIB is arguably heightened, possibly due to its global reach and exposure.

CHALLENGES AHEAD

Data Availability and Privacy Concerns

One significant challenge is the limited tracking of detailed employment data by organisations, largely due to privacy laws, safety concerns, and ethical considerations. One possible solution: vendors like IBM offer Self-ID tools that allow for the tracking of employee identities while ensuring they remain confidential across the organisation. This innovative approach facilitates the analysis of identity trends without compromising employee privacy.

Political Context

A significant concern that emerged is the perception of some organisations that DEIB efforts can be divisive and harmful. Some DEIB efforts may be legally prohibited in some jurisdictions, and can attract political retribution. These concerns may be aggravated by political weaponisation of equity-focused programmes and legislation. They often derive not from contention around the goals of equity and equality, but the way those goals are achieved. Almost everyone agrees that people should not be treated differently based on their race, but efforts to address racial inequity are viewed by some as doing just that.

These concerns threaten certain aspects of DEIB efforts, but still leave broad areas of opportunity to create more inclusive organisations. Use this report to identify what is possible and productive for your organisation, and the entry points to start or speed your journey. These concerns also underscore the importance of more and better education, and a better understanding of the legal framework around DEIB, its best practices, and outcomes. By understanding people’s identities, DEIB efforts seek not to prioritise one over another, but to ensure that previously excluded and underrepresented people are no longer excluded and are supported to participate in the Travel & Tourism economy and its growth.

Funding and Return On Investment

There are well-documented business cases for the value of DEIB efforts. But the ROI for these efforts can take time to achieve, or even quantify, and depends heavily on the duration and priority of these efforts. DEIB efforts are typically funded as Profit & Loss (P&L) items, when functionally, DEIB belongs on a Balance Sheet. Short-term, under-funded efforts that do not consider the history, context, and starting points of those efforts rarely succeed. For real change, DEIB should be considered an asset class, one whose accumulated inequity and deferred DEI maintenance require more than a minimum interest payment to make progress.
DEIB Training

There’s a noticeable disparity in the time allocated to DEIB training. Twelve organisations have dedicated five or more hours annually. On the other hand, seven organisations allocate less than an hour annually, indicating minimal engagement with DEIB topics. This variation may be attributed to differences in organisational priorities or resources available. There may be a need to refocus training based on organisational priorities.

Engaging Consumers

While many organisations want to embrace DEIB, the initial steps they have taken have been internal (focused on their workplace and staff) rather than consumer-facing. Only seven respondents gave examples where their organisation has done education/training for consumer-facing staff around HUE (Historically Underrepresented/Excluded) identities. Welcoming customers and guests of HUE identities requires training and often evaluation and modification of existing products and services. This represents an enormous opportunity for organisations who address these constituencies.

Defining Identities Inclusively

Terms and definitions are constantly evolving. Keeping up with updates in training materials, policies, and organisational language to align with evolving identities can be complicated. The absence of standardised definitions and community language for identities across the sector can lead to inconsistencies and gaps in representation and accommodation.

Internal vs. External Change

Internal DEIB efforts are primarily directed at creating an inclusive workplace environment. This includes training and education for an inclusive workplace culture; having dedicated DEIB roles; implementing supportive policies; and culture development to support the creation of a more inclusive workforce.

Consumer-facing efforts focus on marketing to HUE segments; engaging with community organisations; and supporting local initiatives. Internal efforts are required to support external efforts. They don’t have to be fully sequential, but a lack of internal DEIB progress can result in external efforts appearing inauthentic and tokenistic, or even damaging relationships with HUE audiences.

Dedicated Roles to DEIB

Having dedicated roles is often indicative of an organisation's commitment to a cause. More than half the respondents said their company has people or roles dedicated to DEIB. Furthermore, once a role is created, its reporting lines are key to ensuring it can be truly effective. Six of the respondents said that their company’s most senior DEIB role reports directly to the CEO.
WAYS TO TAKE ACTION

Building more inclusive organisations and products is a journey. The ever-expanding DEIB landscape can be daunting, but the rewards, such as greater employee satisfaction, greater customer loyalty, increased market share, and greater profitability, are attainable and worth the pursuit. Everyone starts this journey from a different place and moves at a different pace. And like most journeys, it often includes an occasional pause or wrong turn. DEIB action plans must be specific to an organisation. There’s no standard path or programme to follow – only the one that is right for your organisation. As you start or accelerate your own programme, consider that the most successful organisations have a few attributes in common. Namely, effective education, the support of senior leadership, resource groups, inclusive recruitment strategies, the right partners, benchmarking and research, celebrating culture, and accommodating difference.

Education

You don’t know what you don’t know. Education forms the foundation of all DEIB efforts and the most inclusive organisations ensure they remain informed. There are a number of online resources, DEIB organisations, consultants, books and speakers available to support organisations in this endeavour. Inclusion and belonging are team efforts that are built on individual actions. Start by educating yourself first; this is essential to being a strong advocate or partner.

Examples:

Airbnb: ‘The Airbnb Entrepreneurship Academy’ is an interactive education programme that aims to introduce people from diverse and underrepresented communities to hosting on the Airbnb platform. This is done in partnership with local community organisations. Since launching in South Africa in 2017, the programme has expanded to partnerships with over 40 organisations in countries around the world, including Colombia, Argentina, India, Thailand, and the United States. More than 1,110 participants have engaged in the programme. In 2023, we plan to launch additional Academy programs with a continued focus on inclusion across globally underserved communities.

Airbnb Education Around Disability: Airbnb maintains a learning hub featuring educational articles and videos designed to help hosts welcome guests from all backgrounds—especially those from historically marginalised communities. It includes resources for understanding and addressing discrimination and unconscious bias, learning about hosting guests with accessibility needs, and guidance from other hosts about actively practising inclusion while hosting.
Senior leadership

DEIB efforts should start from the top, or as close to it as possible. DEIB issues impact long-term strategic goals, brand standards, and all aspects of operations. Sometimes this requires significant upfront investment. The engagement, support and leadership of senior management is needed to make more than peripheral progress.

Example:

The Office of Diversity, Equity & Inclusion within The Auto Club Group has initiated strategic efforts to reinforce a culture rooted in diversity, equity, and inclusion (DE&I). The overarching goal of the Auto Club Group’s DE&I strategic plan is to establish a strong and enduring foundation that authentically represents the varied perspectives of our employees and members. To accomplish this, the Office of Diversity, Equity and Inclusion has not only defined the vision and mission for DE&I but has also devised and put into action a comprehensive 5-Year DE&I Corporate Strategy encompassing six key pillars: Organizational Commitment, Workforce Diversity, Workplace Inclusion, Supplier Diversity, Sustainability Development, and Corporate Social Responsibility. We remain dedicated to cultivating and sustaining a diverse workforce across all organizational levels, coupled with inclusive strategies aimed at fostering the continued advancement of diversity, equity, and inclusion.

Business/Employee Resource Groups (B/ERGs)

Engaging your own team to help frame and address Historically Underrepresented and Excluded communities of which they are a member is very valuable – they have experience with both the issues and your company culture. In many organisations, B/ERGs advise on issues, review marketing materials and do recruitment outreach. Most B/ERGs still function on a volunteer basis, though the work they do has clear benefits to the company and opportunity costs to the employee. There is increasing pressure to recognise and compensate B/ERG members for the work that they do supporting corporate DEIB goals and initiatives.

Examples:

Hotelbeds, owned by HBX Group, has created the employee-led Inclusion Council, the Culture Hero Network which has global representatives, and quarterly Inclusion Roundtables which run regionally.

Accenture has a robust network of ERGs that provide support, networking, and development opportunities for employees from various backgrounds. These ERGs focus on diversity dimensions such as gender, ethnicity, LGBTQ+, disability, and veterans. They play a vital role in fostering an inclusive environment.¹¹
Recruiting a Diverse Workforce

Simply having a more diverse workforce results in more diverse thinking and better products. Creating a more diverse and inclusive workforce does not require giving preference to Historically Underrepresented and Excluded people over more qualified candidates. Instead, these three components are the foundation of building a more inclusive workforce:

1. **A more welcoming workplace.** Some organisations don’t see the need for implementing accommodations for employees they don’t have. But creating these accommodations sends the message that those Historically Underrepresented or Excluded people are welcome and valued. Without them, qualified applicants will instead choose workplaces that are prepared to support them.

2. **Outreach to Historically Underrepresented or Excluded communities.** Traditional hiring practices produce the same traditional results. Existing networks target the same application pool that existing employees came from. More effort is required to find recruitment pathways that reach diverse communities. B/ERGs are a great way to identify them.

3. **Supporting Career Development Pathways.** Frequently, Historically Underrepresented and Excluded people are not exposed to available career possibilities early and often enough. In some cases, where there is exposure, the exposure they get is focused on low-wage entry-level positions. Partner with community organisations to expose young people to career opportunities early in their education. Support training programmes that develop new and existing talent among underrepresented communities.

**Examples:**

**Indian Hotels Company Limited (IHCL):** ‘We have set measurable goals for hiring women and people with disabilities. Our DEI framework has been cascaded to all 190+ hotels in the group and goals are integrated with KPIs. We have a target of increasing our representation of women at ICHL to 25% by 2025. Within this we are also committed to giving women who have taken a career break because of raising children, support to return to workforce’.

IBM has implemented inclusive hiring practices to attract and retain diverse talent. They focus on building diverse candidate slates, implementing blind resume reviews, and utilising tools to mitigate bias in the hiring process. IBM also actively recruits from underrepresented communities through partnerships and targeted outreach programmes."
Find Partners

The African proverb “If you want to go fast, go alone. If you want to go far, go together” is just as relevant to your DEIB journey as a physical one. Connecting with colleagues, and organisations — across roles, geographies, companies, and industries — will help you chart the best path for yourself and your organisation. The sharing of effective and emerging practices, challenges, and successes is vital in creating sustainable progress.

Examples:

**VFS Global:** In India, we formed partnerships with several non-profit organisations, namely The Akanksha Foundation, Samarthan, Nazaria among others to extend our hiring opportunities to underprivileged communities. Additionally, we have joined forces with PeriFerry, an organisation specialising in LGBTQIA+ recruitment, to promote inclusion in our hiring practices. Additionally, we also collaborate with Teamlease in India, which assists us in building a diverse workforce at the entry-level across the country.

**Google** collaborates with external organisations and invests in initiatives that promote diversity and inclusion. They support organisations like Code.org, which focuses on increasing access to computer science education, and have launched programmes like the Google for Startups Black Founders Fund to support underrepresented entrepreneurs.
Benchmarking & Research

DEIB efforts succeed most when they have clear goals and measurable progress. An early assessment will inform your challenges and opportunities and allow you to track progress across important metrics.

Choosing assessment tools that are already in popular use in the Travel & Tourism sector will enable organisations to share insights with each other. These are the assessment and benchmarking tools used by at least 10% of survey respondents, in descending order of popularity.

1. The Great Place to Work Survey
2. McKinsey & Company’s Diversity and Inclusion Assessment
3. Forbes Best Employers for Diversity List
4. The Human Rights Campaign’s Corporate Equality Index
5. DiversityInc Top 50 Companies for Diversity

Much can be learnt by asking employees and customers how well they think your organisation understands, welcomes, and supports them and people in their communities. Customers and employees can quickly identify challenges and opportunities unique to organisations they support or work at. Organisations should ask how they can do better and then implement solutions.

Examples:

**Miles Partnership:** “In 2020, through the commitment of the CEO and internal volunteers, the company completed several milestones to outline a framework to implement DEI at Miles. This included forming a DEI task force, completing an internal DEI assessment, facilitating training sessions for employees and, in 2021 and 2022, hiring a Chief Diversity & Inclusion Officer and Vice President of DEI to lead and develop the organization’s strategy for DEI.

As a next step, and to provide the necessary foundation to drive an overall strategic direction for Miles, it was critical for us to first initiate an organization-wide cultural assessment to evaluate and better define the overall workplace culture at Miles. The goal of executing an organizational cultural assessment was to evaluate our current workplace culture to better understand the beliefs, attitudes, expectations, and experiences as they connect to our vision, mission, and core values. Once armed with those results, and combined with the 2021 DEI assessment, Miles was able to utilize that data to better inform future decisions and determine whether any shifts would be necessary to strengthen the organization overall.

In August 2022, a DEI Strategic Roadmap was launched for the company to build the foundation necessary to initiate goals and objectives to ensure actionable steps to implement DEI at Miles. The roadmap laid out a blueprint to begin that work, with the intent and understanding that as we work to build a framework and implement initiatives, we will continuously evaluate progress and benchmark success and failure. Areas of focus include but are not limited to: Company Operations & Policies, Education & Training, Communications, Research & Thought Leadership, Industry Partnerships, and Products & Services.

Annually, we continue to execute an organization-wide cultural assessment to examine year over year progress. Additional metrics include workforce demographics, hiring and retention metrics, employee engagement, DEI committee engagement, supplier diversity metrics, and staff education and training metrics.”

**Google** regularly publishes diversity reports that provide insights into the demographics of their workforce. These reports outline the company’s progress, challenges, and goals related to diversity and inclusion. By being transparent, Google aims to hold themselves accountable and inspire conversations around diversity in the tech industry.”
Celebrating the Culture

Celebrating diverse cultures and significant days is a meaningful step towards fostering an inclusive workplace. By recognising and participating in events like LGBTQ+ Pride, World Disability Day, Hispanic Heritage Month, Black History Month, and other diverse holidays, organisations send a clear message of acceptance, acknowledgment, and appreciation. Not only can this boost employee morale but it can also resonate positively with a diverse customer base.

Organisations should take proactive steps to:
- Acknowledge Special Days. Whether it’s Pride Month, Black History Month, World Disability Day, or International (or a national) Women’s Day, these moments offer a chance for organisations to celebrate diversity, educate their workforce, and foster unity.
- Host Cultural Events. These can range from workshops, seminars, and presentations about different cultures to festive celebrations of various holidays around the world.
- Provide and Support Learning Opportunities. Offering resources or holding sessions about the significance of these special days can be beneficial for educating employees and deepening their understanding and appreciation.

Examples:

MMGY Global: ‘One of the most impactful DEI practices in our organisation has been the creative approach to diverse observances. By celebrating various cultural events, we have fostered an inclusive workplace that values and acknowledges the diversity of our employees, while also raising awareness about different issues that affect diverse groups. This has led to cross-cultural conversations and education amongst our workforce. Our approach involves a number of different methods from internal and external speakers, to culinary and cultural activities. Our goal is to engage employees and encourage an environment of learning.’

JTB Corp: ‘We support and observe the UN’s World Cultural Diversity Day. Most recently, this included having a DEIB theme at the JTB Group’s Brighter Earth Project and we held a specific DEIB-week event’.
Accommodate Difference

Being inclusive means creating environments where everyone can thrive. Organisations that champion DEIB understand that accommodating differences isn’t just the right thing to do, it’s also a strategic advantage. When employees feel seen and supported, they tend to perform better and show deeper loyalty to the organisation. This includes structural changes, such as physical accommodations that ensure workplaces are accessible for mobility devices, or providing assistive technologies for those who need them. It also includes inclusive policies, such as those that allow for the recognition of non-binary gender identities or family leave policies that encompass more expansive definitions of family, allowing for elder care and paternal leave.

Examples:

**Airbnb:**

A Search filter for accessibility features: ‘We offer a detailed set of 13 search filters for specific accessibility features added by Hosts, including step-free bedroom access and accessible parking spots, allowing guests to search for homes that meet their unique needs.

Accessibility Review: Introduced in November 2021, Accessibility Review gives guests the peace of mind that accessibility features added by Hosts, such as a step-free entrance, fixed grab bars or a bath or shower chair, have been reviewed and confirmed by Airbnb agents. Airbnb agents have reviewed and confirmed nearly 300,000 accessibility features in homes around the world. Since launch, the number of listings with an accessibility feature on Airbnb has increased by over 450% to over 140,000 places to stay.

Adapted Category: Introduced in November, 2022 the Adapted Category is a curated list of spaces that feature verified step-free entry to the home and at least one bedroom and bathroom, plus at least one accessibility feature in the bathroom. The category, which now boasts over 1,100 listings around the world, includes some of the most unique you’ll find in the travel sector - such as a treehouse in Brazil and a houseboat in Florida. Each listing undergoes a 3D scan conducted by leading spatial data company Matterport, which will further confirm features and measurements enabling guests to book with confidence. Matterport also produces a 2D floor plan of the listing, giving guests a better understanding of the listing layout.

**AIG— improving travel for women and LGBTQ travellers:**

AIG Travel creates travel safety content for some HUE groups including the LGBTQ community and solo female travellers. Based on feedback from our LGBTQ+ ERG, we created the Name Your Family® bundle, which allows an insured to provide AIG Travel with a list of friends and loved ones that they deem to be “family,” even if these people are not their blood relatives or travel companions, for the purposes of policy coverage. We are also working on a travel safety campaign for vulnerable travellers, which includes those who may have unique needs when it comes to physical disabilities, mental health issues or age.
CONCLUSION

Diversity, Equity, Inclusion, & Belonging will be key to the long-term, sustainable future of a sector that supported 9% of global employment in 2022 and is forecast to support 430 million jobs in 2033. The Travel & Tourism sector provides incredible opportunities for people all over the globe, from bustling metropolises to inspiring remote locations. As a sector that is built around human experiences with nature and each other, how the sector supports those people is paramount.

By understanding the current status of DEIB in the sector, leaders can identify areas of success and areas for growth. Industry leaders can also learn effective practices from fellow leaders who are successfully creating more inclusive organisations. This report challenges industry leaders to step forward, embrace these findings, and embark on a collective journey towards a more inclusive future for Travel & Tourism and all people.

This sector’s future growth can only be achieved through the support of the people that make it what it is. By actively seeking diversity, fostering inclusion, and creating belonging Travel & Tourism can lead the way to a more diverse and inclusive society where everyone is embraced, welcomed, and empowered to succeed.
Methodology

The Travel & Tourism sector is a multi-industry sector as it cuts across several standard economic sectors. Data on DEIB metrics are published for standard economic sectors and such data is then combined to create a Travel & Tourism sector aggregate based on tourism ratios from Tourism Satellite Accounts (TSAs). Where available, country-specific TSA ratios are used. For example, according to the UK TSA (2019), these are some of the country’s tourism employment ratios:

- Accommodation: 77.1%
- Food and beverages: 21.6
- Road transport: 13.2%
- Rail transport: 27.1%

Where countries publish tourism Gross Value-Added ratios and not tourism employment ratios, these are adopted as a reliable, country-specific proxy. Only when country-specific tourism ratios are unavailable, regional averages are used.

The disaggregation of employment based on gender, age, ethnicity, educational attainment, disability status, and sexual orientation provide crucial information on the quality of the sector’s workforce and progress towards greater equality and diversity. However, lack of data availability restricts the ability to perform such detailed disaggregation for all the selected countries and the EU region.

Furthermore, the subjective nature of some DEIB metrics means that country comparisons may not always be practical. The measurement of such DEIB metrics differ based on their definitions. For instance, a significantly larger share of the UK workforce is classified as disabled than compared to the US. The variation could simply be explained by the different definitions of a disabled person rather than a fundamental difference in the participation of disabled people in the workforce. Therefore, comparative analysis based on more objective metrics such as age, gender, and education level are likely to be more informative.

Table: Breakdown of Travel & Tourism sub-sectors

<table>
<thead>
<tr>
<th>Country/Region</th>
<th>Travel &amp; Tourism sub-sectors</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom and European Union</td>
<td>Land transport including via pipelines</td>
</tr>
<tr>
<td></td>
<td>Water transport</td>
</tr>
<tr>
<td></td>
<td>Air transport</td>
</tr>
<tr>
<td></td>
<td>Warehousing &amp; support for transport</td>
</tr>
<tr>
<td></td>
<td>Accommodation</td>
</tr>
<tr>
<td></td>
<td>Food and beverage service activities</td>
</tr>
<tr>
<td></td>
<td>Travel, tour operator, reservation</td>
</tr>
<tr>
<td></td>
<td>Creative, arts and entertainment</td>
</tr>
<tr>
<td></td>
<td>Libraries, archives, museums</td>
</tr>
<tr>
<td></td>
<td>Gambling and betting activities</td>
</tr>
<tr>
<td></td>
<td>Sports, amusement, recreation</td>
</tr>
<tr>
<td></td>
<td>Activities membership organisations</td>
</tr>
<tr>
<td></td>
<td>Other</td>
</tr>
</tbody>
</table>
| US                        | Nondurable goods manufacturing
|                          | Nondurable goods manufacturing, ex petroleum refining
|                          | Petroleum refining
|                          | Wholesale trade
|                          | Retail trade
|                          | Air transportation
|                          | Water transportation
|                          | Automotive equipment rental and leasing
|                          | Travel arrangement and reservation services
|                          | Arts, entertainment, and recreation
|                          | Performing arts companies
|                          | Other amusement, gambling, and recreation industries
|                          | All other recreation and entertainment
|                          | Accommodation and food services
|                          | Accommodation
|                          | Food services and drinking places
|                          | Automotive repair and maintenance
|                          | All other industries
| Australia                | Accommodation
|                          | Food and beverage service activities
|                          | Rail transport
|                          | Road transport
|                          | Air, water and other transport
|                          | Travel Agency and Tour Arrangement Services
|                          | Cultural services
|                          | Casinos and other gambling services
|                          | Sports and recreation services
|                          | Retail trade
|                          | Education and training
|                          | All other industries
| South Africa             | Accommodation
|                          | Restaurants
|                          | Railway transport
|                          | Other land transport
|                          | Water transport
|                          | Air transport
|                          | Transport rental
|                          | Travel agencies
|                          | Cultural activities
|                          | Sport and other rec.
|                          | Retail
| Rwanda                    | Accommodation
|                          | Food & beverage
|                          | Land transport
|                          | Water transport
|                          | Air transport
|                          | Rental activities
|                          | Travel agencies
|                          | Cultural activities
|                          | Sports and other rec.
|                          | Retail
### Table: Official definition of disability for each country

<table>
<thead>
<tr>
<th>Country</th>
<th>Definition of disability</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>An employee is considered disabled if they have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on their ability to do normal daily activities, as defined under the Equality Act 2010.</td>
</tr>
<tr>
<td>US</td>
<td>An employee is considered disabled if they have a hearing, vision, cognitive or ambulatory impairment.</td>
</tr>
<tr>
<td>Australia</td>
<td>An employee is considered disabled if they have a profound or severe core activity limitation.</td>
</tr>
</tbody>
</table>

### Table: ISCED categories and their component levels of education

<table>
<thead>
<tr>
<th>Country/Region</th>
<th>International Standard Classification of Education (ISCED) Categories</th>
<th>Levels of Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>ISCED: Low</td>
<td>No qualification, other qualification</td>
</tr>
<tr>
<td></td>
<td>ISCED: Middle</td>
<td>GCSE grades A*-C or equivalent, GCE A level or equivalent</td>
</tr>
<tr>
<td></td>
<td>ISCED: High</td>
<td>Higher education, degree or equivalent</td>
</tr>
<tr>
<td>US</td>
<td>ISCED: Low</td>
<td>Less than a high school graduate</td>
</tr>
<tr>
<td></td>
<td>ISCED: Middle</td>
<td>High school graduate, some college or associate degree</td>
</tr>
<tr>
<td></td>
<td>ISCED: High</td>
<td>Bachelor's degree or higher</td>
</tr>
<tr>
<td>South Africa</td>
<td>ISCED: Low</td>
<td>Less than primary education, primary education completed</td>
</tr>
<tr>
<td></td>
<td>ISCED: Middle</td>
<td>Secondary education completed</td>
</tr>
<tr>
<td></td>
<td>ISCED: High</td>
<td>Higher education</td>
</tr>
<tr>
<td>Rwanda</td>
<td>ISCED: Low</td>
<td>Less than basic, basic education</td>
</tr>
<tr>
<td></td>
<td>ISCED: Middle</td>
<td>Intermediate education</td>
</tr>
<tr>
<td></td>
<td>ISCED: High</td>
<td>Advanced education</td>
</tr>
<tr>
<td>European Union</td>
<td>ISCED: Low</td>
<td>Early childhood education, primary education, lower secondary education</td>
</tr>
</tbody>
</table>
ACKNOWLEDGEMENTS

The authors wish to thank the following organisations for their support in this research process:

Oxford Economics; American International Group Inc. (AIG); AAA - The Auto Club Group; Airbnb; Amadeus IT Group S.A.; Accessible Travel Solutions; Bucuti & Tara Beach Resort Aruba; Cristina ORG; Visit Cyprus; Destination Canada; Dallas Fort Worth International Airport; Europamundo Vacaciones; Global Rescue; Grupo Puntacana; HBX Group; Hyatt Hotels Corporation; International LGBTQ+ Travel Association (IGLTA); Indian Hotels Company Limited (IHCL); Internova Travel Group; Intrepid Travel; Jacobs Media Group; JTB Corp; KSL Capital Partners; Miles Partnership, LLLL; MMGY Global; MSC Cruises ; Radisson Hotel Group; Sandals Resort; SpencerStuart; Tourism Industry Association of Ontario (TIAO); Travelopia; Turismo de Portugal ; Value Retail; VFS Global; Virtuoso

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AIG Travel, a member of American International Group, Inc. (NYSE: AIG), provides travel insurance and global assistance through innovative product offerings. Through our global service centers and a network of experienced providers, we deliver medical and security assistance to help our customers travel with confidence. AIG Travel is a socially responsible and inclusive organization that meets the diverse needs of leisure and corporate travelers alike. Learn more at www.travelguard.com

HospitableMe

HospitableMe is the global leader in inclusive hospitality strategy and education, empowering people, destinations and brands to make a more inclusive and inviting welcome to everyone. Everyone Welcome, their LGBTQ+ curriculum, has been used by more than 50,000 hotels, travel brands, retailers and destination marketing organizations in more than 120 countries and territories. Their newest curriculum, Seven Secrets, looks at inclusive hospitality through the lens of 16 different identities, with 7 universal principles of inclusion, and 100 actionable ways to be more welcoming of everyone.

The Voice of Travel & Tourism.

WTTC promotes sustainable growth for the Travel & Tourism sector, working with governments and international institutions. Council Members are the Chairs, Presidents and Chief Executives of the world’s leading private sector Travel & Tourism businesses. For more information, visit: WTTC.org
ENDNOTES

1 Access it here: https://researchhub.wttc.org/global-travel-footprint
2 LGBT+ includes lesbian, gay, bisexual and other non-heterosexual sexualities.
4 An employee is considered to be ‘coloured’ if they are a member of a multiracial ethnic community, having ancestry from more than one of the various populations inhabiting the region, including Africa, European, and Asian.

PHOTOS

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