
SUN, SAND AND CEILINGS:
WOMEN IN TOURISM
AND HOSPITALITY
BOARDROOMS
2018

EQUALITY IN TOURISM INTERNATIONAL IS A CHARITY DEDICATED TO ENSURING THAT WOMEN HAVE AN EQUAL VOICE IN TOURISM AND HOSPITALITY AND AN EQUAL SHARE IN ITS BENEFITS. WE ACT AS A FOCAL POINT FOR THE CONVERSATION ABOUT HOW THE TOURISM AND HOSPITALITY INDUSTRY CAN ENGAGE IN PROMOTING GENDER EQUALITY. WE ALSO OFFER TRAINING PROGRAMMES AND CAPACITY BUILDING INITIATIVES, STRATEGIC MANAGEMENT AND POLICY DEVELOPMENT.

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INTRODUCTION

In 2013, Equality in Tourism published its first report on women in the boardrooms of the tourism industry. The report found that in the companies surveyed across all the key sectors of the tourism and hospitality industry, namely hotels, tour operators, professional associations, cruise liners and airlines – the overall average representation of women on company boards was 15.2 percent. However, worldwide, women represent more than half the labour force in tourism employment. To remedy this imbalance and to align the tourism industry with government recommendations for FTSE 100 at the time, the report recommended a minimum target of 25 percent female representation on tourism and hospitality company boards by 2015.

Five years on, this report revisits the data to assess the progress. The UK government's target of 25 percent for FTSE 100 companies by 2015, published in the Davies Review in 2011, was met, and even exceeded, by 2015 (notwithstanding the need for improvement among FTSE 250 and 350) (Hampton, 2017). However, in the tourism and hospitality industry this report suggests the sector overall is seriously lagging behind.

By 2018, female representation had increased to only 23 percent. Whilst this is encouraging, it is still below 25 percent. By 2015, the UK government was already recommending targets of 33 percent for the largest 350 UK companies by 2020, while the EU had initiated a directive for 40 percent (European Commission, 2016; HM Government, 2015). Encouragingly,

according to the independent Hampton-Alexander review for the UK government, by 2017 over a third of FTSE 350 companies were already at the point of reaching or exceeding the 33 percent target by 2020 (Hampton, 2017).

As the employer of a majority female workforce, the tourism and hospitality industry should exceed expectations and take the lead to aim for full equality between men and women, not only on company boards, but also in senior and executive positions. To this end, Equality in Tourism proposes that the tourism and hospitality industry engage in radical change management to achieve a target of 50 percent female representation in leadership positions by 2022. This is not an overly ambitious target. As we shall note later, this target has also been set by the International Finance Corporation for the companies it invests in. We believe that the current social and economic climate in respect of both the moral and business case for gender equality, nationally and globally, provides ample opportunity for the tourism and hospitality industry to adopt an innovative and creative approach to change.

As a way of supporting this process, the following report presents research and analysis of this issue, together with recommendations for the implementation of change. As in 2013, the survey of female representation in tourism and hospitality boardrooms, which underlines our analysis, is based on a sample of publicly available data (company websites and company information on Bloomberg.com). As such, it presents a snapshot view of

gender equality on boards and does not address contextual data regarding recruitment and sustainability policies, racial equality within gender equality, or female representation in senior and executive positions in the tourism and hospitality industry. We focus on board representation as a key indicator for a company's strategic commitment to gender equality in key decision-making and leadership roles. We see this as a crucial starting point for improving the status of women's work, job quality and career prospects throughout the global tourism and hospitality industry.

THE REPORT IS PRESENTED IN THREE PARTS:

PART 1

presents detailed findings of our latest survey showing the gender breakdown of boards across the industry. These are discussed and also compared with the results of the 2013 survey.

PART 2

examines the issue of gender equality on boards drawing on the experience and views of a range of organisations and individuals. We start by reviewing the current situation in relation to the issue of gender equality and the gender pay gap and go on to examine the factors that underpin and perpetuate these problems. Next, we discuss why gender equality at the highest echelons of the industry persists and present the business case in favour of gender balance on boards. The final section of the report outlines recommendations on what can and should be done to achieve gender equality. We finish with our concluding comments and a ten point recommended action plan for change.

PART 3

outlines a recommended action plan for tourism and hospitality organisations

PART ONE
WOMEN IN TOURISM AND
HOSPITALITY BOARDROOMS,
2013 – 2018
SURVEY FINDINGS

OUR FINDINGS, PRESENTED BELOW, DEMONSTRATE MANY VARIATIONS BOTH WITHIN AND BETWEEN ALL FIVE SECTORS OF THE TOURISM AND HOSPITALITY INDUSTRY. WHILE ALL-MALE BOARDS CONTINUE TO EXIST, WE ALSO SAW NOTABLE INCREASES IN THE PERCENTAGE OF WOMEN ON THE BOARDS.

OVERALL, OUR FIGURES SUGGEST THAT IN 2018 THERE HAS BEEN A MODEST, BUT SIGNIFICANT IMPROVEMENT IN THE LEVEL OF WOMEN'S REPRESENTATION ON BOARDS. NONETHELESS, THE OVERALL AVERAGE IS STILL BELOW THE 25 PERCENT TARGET PROPOSED BY EQUALITY IN TOURISM IN 2013. IN LIGHT OF CURRENT DEVELOPMENTS, DISCUSSED LATER IN THE REPORT, WE BELIEVE THIS TARGET ITSELF IS FAR TOO MODEST. THUS, A MAJOR CHALLENGE STILL LIES AHEAD TO BRING THE TOURISM AND HOSPITALITY INDUSTRY IN LINE WITH OUR OWN AND UK GOVERNMENT EXPECTATIONS.

1.1 THE SURVEY SAMPLE

In 2018, we assessed the boards of a sample of 53 UK and international companies. The sample consisted of:

- 12 hotel companies
- 17 tour operators
- 7 professional associations
- 10 airlines
- 7 cruise liners

The companies included in the 2018 sample were the same as those surveyed in 2013 (Equality in Tourism, 2013) and were selected for comparison purposes. However, whereas in 2013 we were able to survey 78 organisations, in 2018 the details of only 53 were publicly available.

It is worth noting that the tourism and hospitality industry is continuously in flux with frequent mergers and takeovers. For example, in 2017, Equality in Tourism interviewed the

vice-president for Responsible Business at the Rezidor Hotel Group, which had had a strong commitment to empowering women leaders as part of its Responsible Business strategy, taking pride in the achievements it had made (The Rezidor Hotel Group, 2016). However, in 2016, the group had been bought by the Chinese conglomerate HNA. Carlson Rezidor has been subsequently renamed Radisson Hotel Group and substantially reorganised. Since then it has seen several transformations, and it is currently unclear to what extent the 'Responsible Business' strategy published in its 2016 annual report will continue to be implemented. As we can see in Figure 7, they are one of two surveyed with an all-male board. This seems to indicate the volatility of the industry and the impermanence of achievements in equality in a climate where corporate governance is subjected to constant flux and uncertainty.

Men in 2013
 Women in 2013
 Men in 2018
 Women in 2018

1.2 THE FINDINGS

We begin by providing an overview of the companies in the 2018 sample. We then provide a summary overview of the survey findings for all five sectors of the industry, comparing 2013 and 2018. After presenting the overall figures for all sectors, we look at each sector individually.

As shown in Figures 1 and 2 above, the overall percentage of women on boards in 2018 increased to 23 percent compared with 15 percent in 2013. This rise, although significant relative to 2013, is still below the 25 percent target called for by Equality in Tourism in 2013 and well below government and other industry targets.

Figure 3 compares the gender composition of boards in 2013 and in 2018 in each of the five sectors examined. As seen in the chart, the number of men far exceeds the number of women in every sector, both in 2013 and 2018.

Figure 4 below looks at the percentage of women on boards in 2013 and 2018. In 2013, the lowest percentage of women on boards was found in the cruise liner sector (11%) and the highest among the tour operators (19%). In 2018, the sector with the highest percentage of women on boards is Professional Associations (30%). Despite some improvement, cruise liners remained the lowest overall and tour operators made no significant increases.

THE OVERALL GENDER DISTRIBUTION OF WOMEN ON BOARDS ACROSS ALL 5 SECTORS: COMPARING 2013 AND 2018

FIGURE 1:
GENDER DISTRIBUTION ON THE BOARDS OF A SAMPLE OF 78 COMPANIES IN 2013

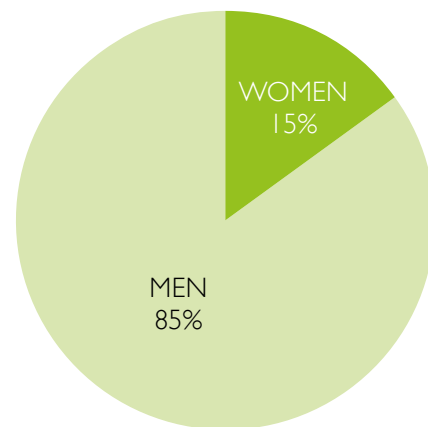


FIGURE 2:
GENDER DISTRIBUTION ON THE BOARDS OF A SAMPLE OF 53 COMPANIES IN 2018

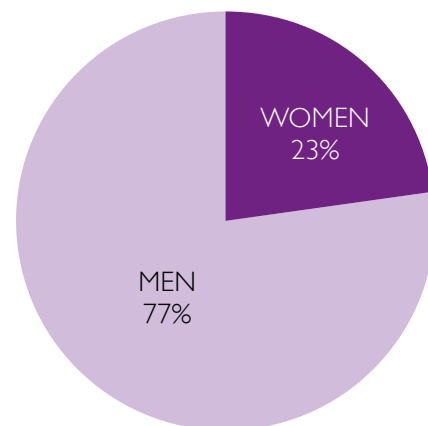




FIGURE 3: TOTAL NUMBER OF MEN AND WOMEN ON BOARDS PER SECTOR IN 2013 AND 2018

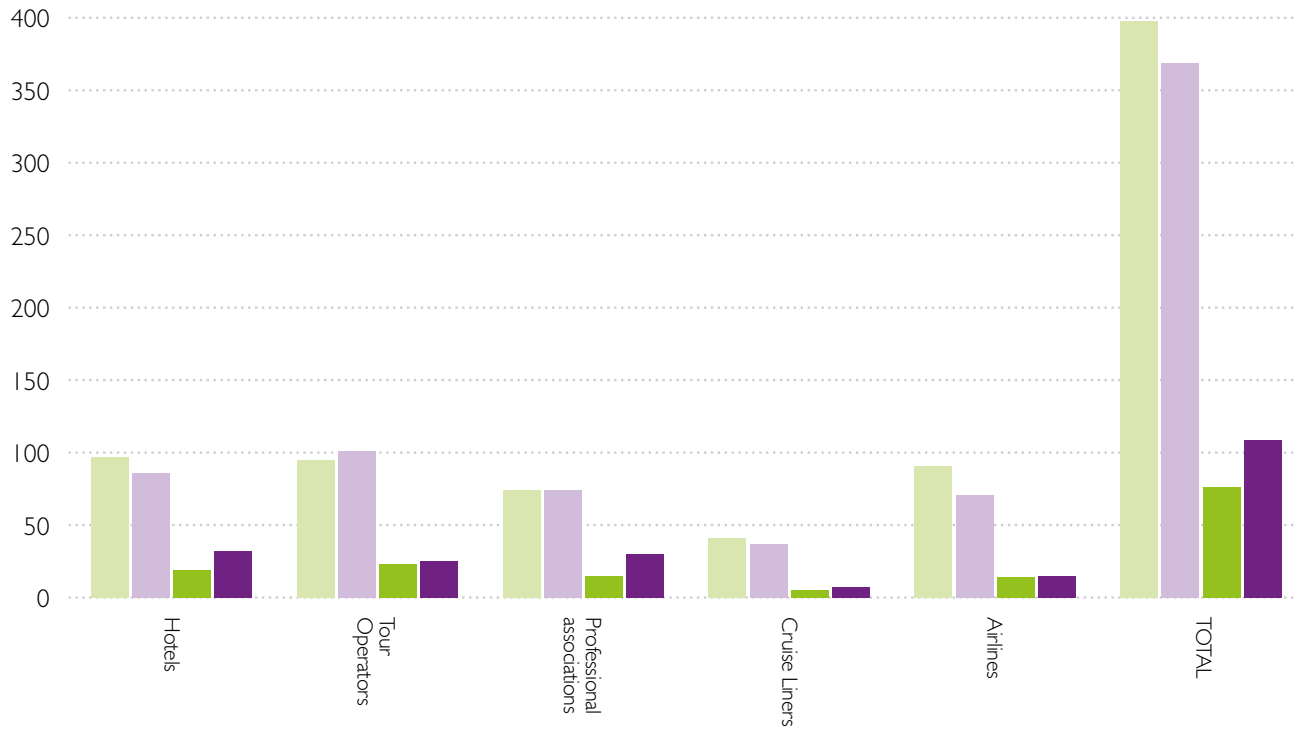
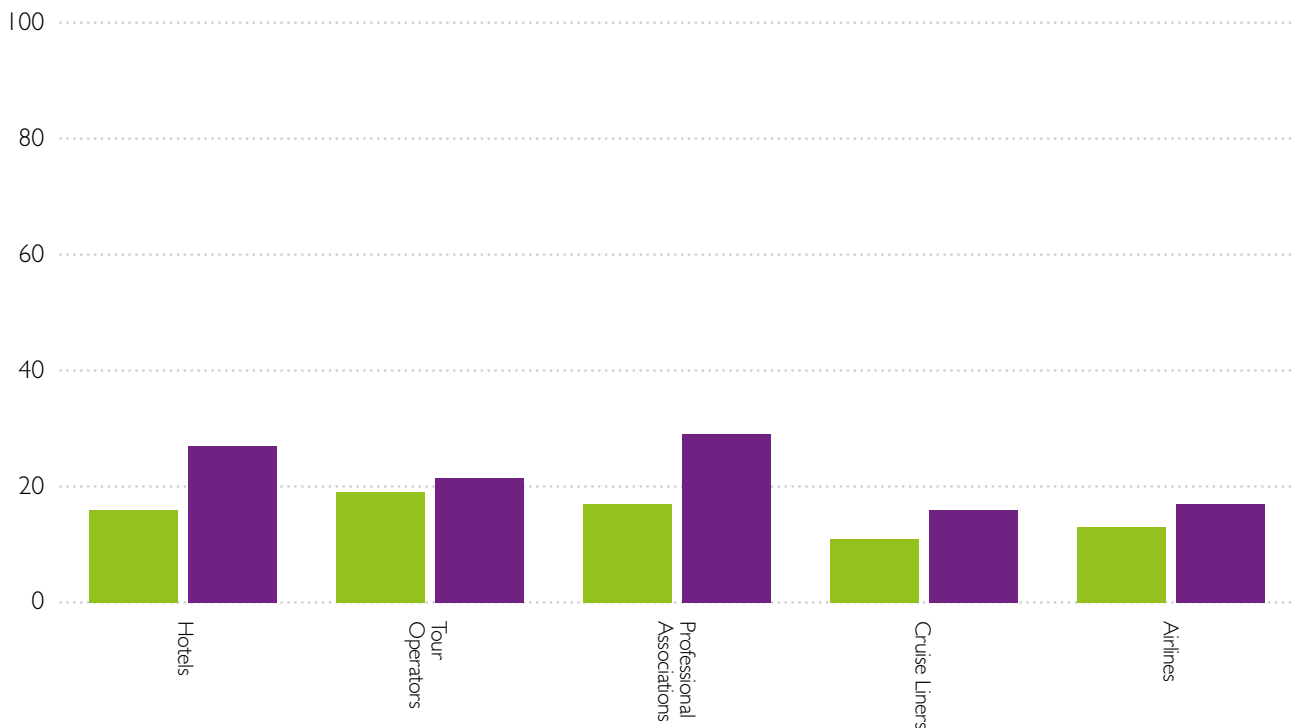


FIGURE 4: PERCENTAGE WOMEN ON BOARDS PER SECTOR IN 2013 AND 2018



■ Men in 2013 ■ Women in 2013
■ Men in 2018 ■ Women in 2018

1.2.1 PERCENTAGES OF MEN AND WOMEN ON THE BOARDS OF INDIVIDUAL COMPANIES IN 2013 AND 2018 BY SECTOR

HOTELS

As shown in Figure 5, although the percentage of women rose considerably from 16 percent in 2013 to 27 percent in 2018, men still far outnumber women within all the companies examined. However, as shown in Figure 7 below, there are significant variations between specific hotels.

Two companies – Mövenpick and the Radisson Hotel Group – still have all-male boards. Moreover, in three out of the twelve companies, the number of men on boards increased over the five-year period. Two of these – Accor and Marriott – also registered an increase in the number of women on their boards. On the other hand, we found an increase in the number of women on boards in 7 of the 12 hotel companies, namely: Hilton Worldwide, Intercontinental, Jumeirah, Four Seasons, Sol Melia, Wyndham Worldwide and Taj Hotels. Only Hilton Worldwide had equal numbers of men and women on its board at the time of the survey in 2018.

FIGURE 5:
GENDER DISTRIBUTION ON THE BOARDS OF THE SAMPLED HOTEL COMPANIES IN 2013

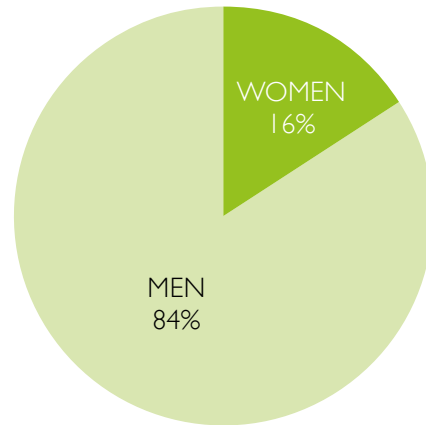


FIGURE 6:
GENDER DISTRIBUTION ON THE BOARDS OF THE SAMPLED HOTEL COMPANIES IN 2018

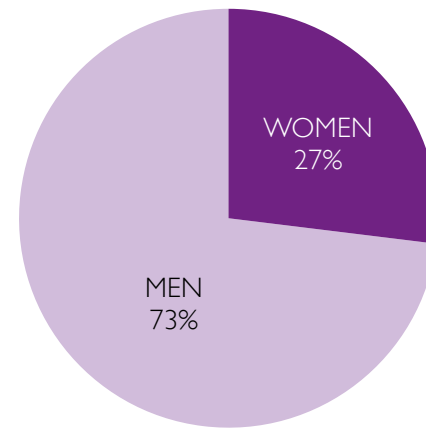
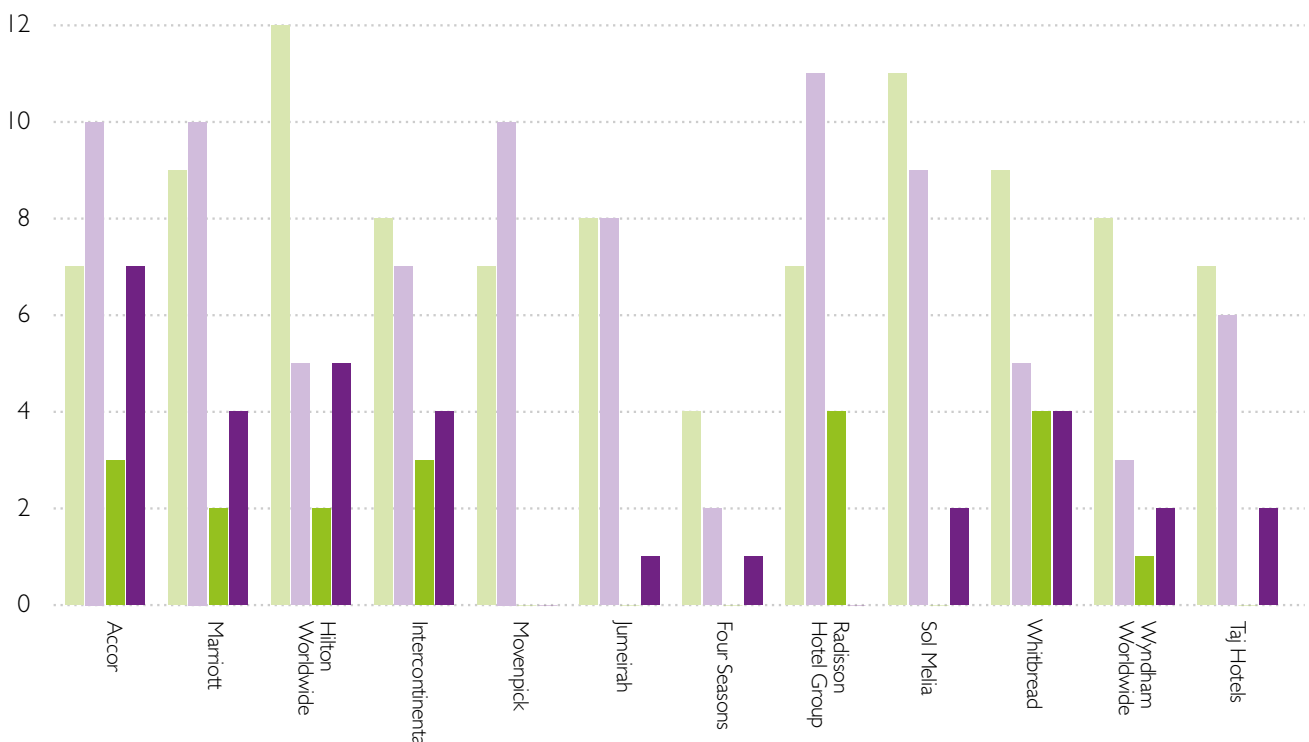


FIGURE 7: GENDER DISTRIBUTION ON THE BOARDS OF THE SAMPLED HOTELS IN 2013 AND 2018



■ Men in 2013 ■ Women in 2013
■ Men in 2018 ■ Women in 2018

TOUR OPERATORS

As shown in Figures 8 and 9, there was practically no change in the gender composition of the boards of tour operators between 2013 and 2018. The percentage of women rose just one percent to reach 20 percent, still below the overall average of 23 percent and well below our previously called for 25 percent target.

As shown in Figure 10 below, 6 of the 17 tour operators in the sample increased the number of women on their boards. These were: Expedia, Audley Travel, Thomas Cook Plc., Voyages Jules Verne, Lastminute.com and Panorama. However, four of the companies, namely Expedia, Kuoni Global Travel, Stella Travel UK, Travel Republic and Panorama, increased the number of men on their boards. The number of women on the boards of TUI Travel Plc., Cosmos: Monarch Group, Kuoni Global Travel, Cox & Kings, Stella Travel UK, Hotelplan and Opodo remained the same in 2013 and in 2018.

FIGURE 8:
GENDER DISTRIBUTION ON THE BOARDS OF THE SAMPLED TOUR OPERATORS IN 2013

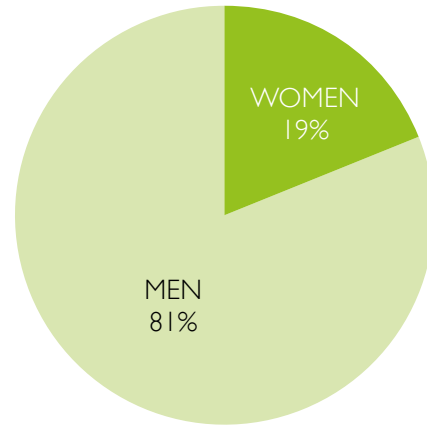


FIGURE 9:
GENDER DISTRIBUTION ON THE BOARDS OF THE SAMPLED TOUR OPERATORS IN 2018

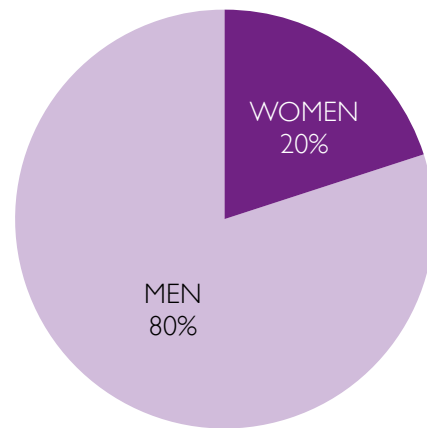
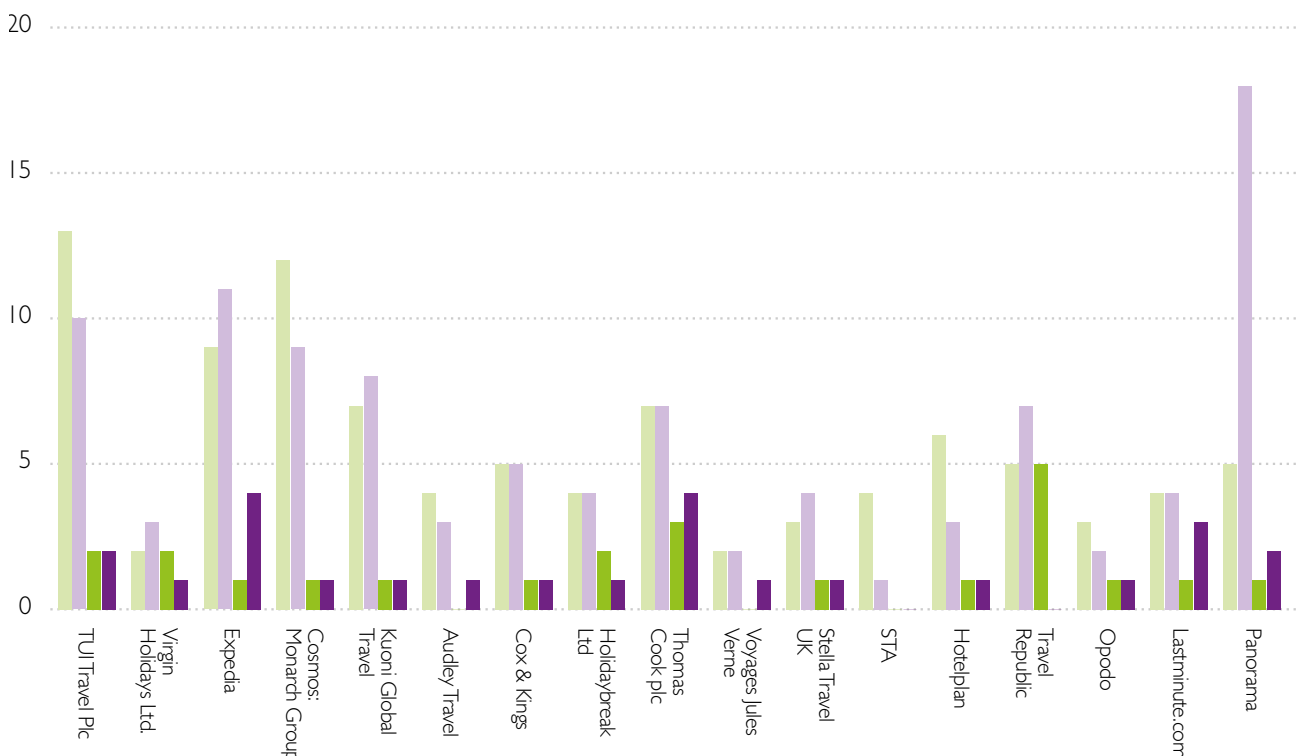


FIGURE 10: GENDER DISTRIBUTION ON THE BOARDS OF THE SAMPLED TOUR OPERATORS IN 2013 AND 2018



■ Men in 2013 ■ Women in 2013
■ Men in 2018 ■ Women in 2018

PROFESSIONAL ASSOCIATIONS

As shown in Figures 11 and 12 below, there was a significant increase in the level of female representation on the boards of professional associations from 17 percent in 2013 to 29 percent in 2018. As such, this is the highest performing sector in 2018.

Despite this improvement, as shown in Figure 13, men on the boards of the seven professional associations consistently outnumber women; except for the Global Sustainable Tourism Council (GSTC), where there was the same number of women and men in 2013 and 2018.

All the associations, apart from AITO, increased the number of women on their boards in 2018. ABTA, WTTC and PATA maintained the numbers of men on their boards while increasing the number of women. GSTC increased both the number of men and women on their boards and has equal numbers of men and women in 2018. Two associations, the Institute of Travel and Tourism and International Tourism Partnership reduced the number of men and increased the number of women. Men are seen to still consistently outnumber women in 2018 in all except one organisation, namely GSTC.

FIGURE 11:
GENDER DISTRIBUTION WITHIN THE BOARDS OF THE 7 PROFESSIONAL ASSOCIATIONS IN 2013

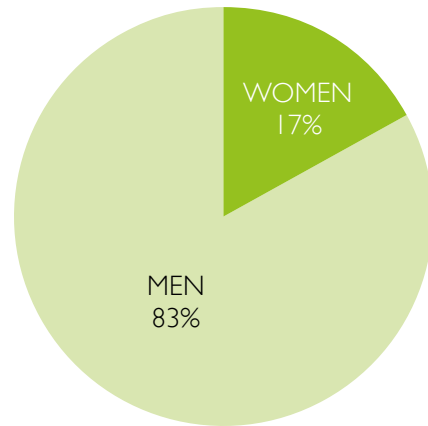


FIGURE 12:
GENDER DISTRIBUTION WITHIN THE BOARDS OF THE 7 PROFESSIONAL ASSOCIATIONS IN 2018

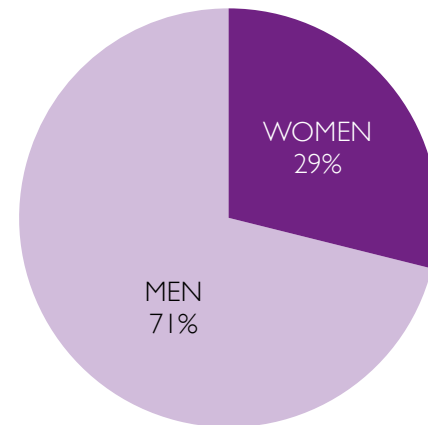
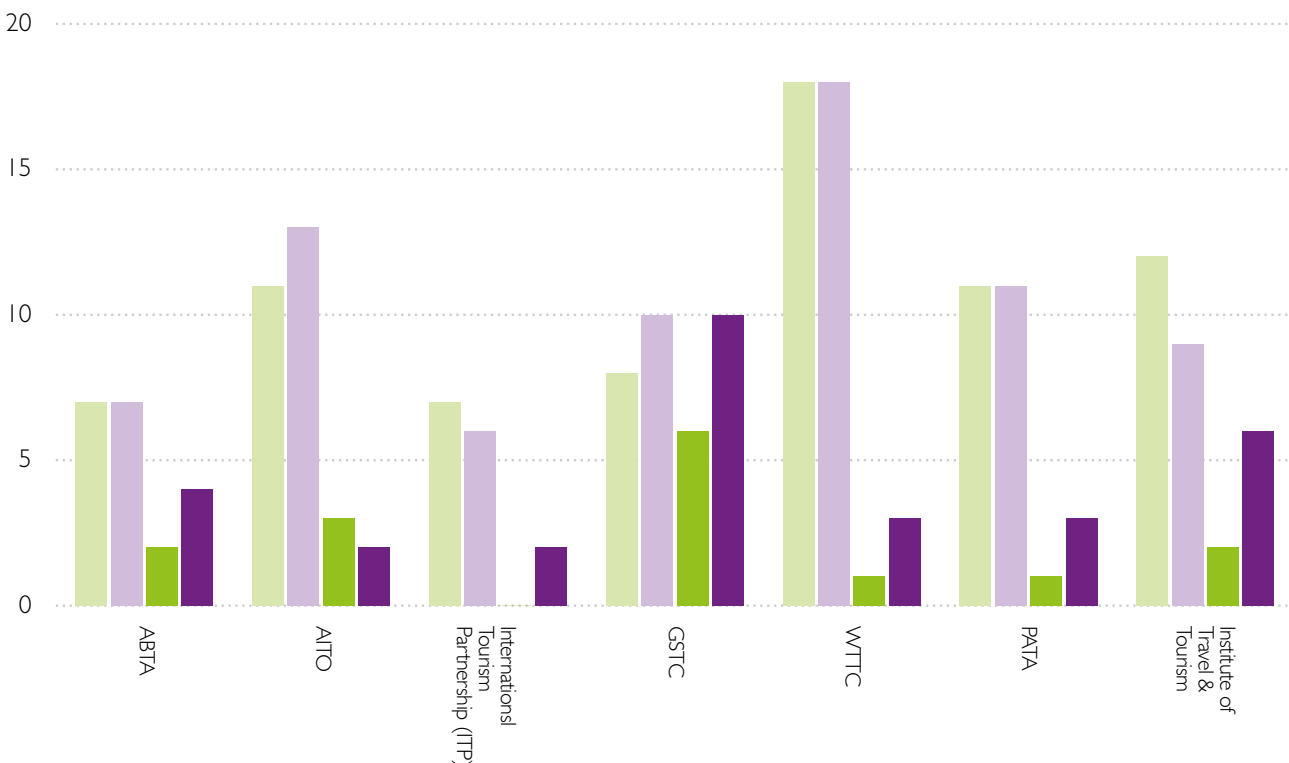


FIGURE 13: GENDER DISTRIBUTION ON THE BOARDS OF THE SAMPLED PROFESSIONAL ASSOCIATIONS IN 2013 AND 2018



■ Men in 2013 ■ Women in 2013
■ Men in 2018 ■ Women in 2018

CRUISE LINERS

As shown in Figures 14 and 15 below, there was a slight increase in the level of representation of women on the boards of cruise liners from 11 percent in 2013 to 16 percent in 2018.

However, as seen in Figure 16 below, three of the seven companies surveyed had no woman on their boards in 2018. They are: Hapag-Lloyd Cruises, Silverseas and Star Cruises now renamed Geeting Hong-Kong. In the case of Silverseas and Star Cruises, both these companies had an all-male board in 2013, as well as in 2018.

A slight increase in the number of women is noted at Royal Caribbean, All Leisure Group, and Carnival Corporation. While Royal Caribbean and All Leisure maintained the number of men on their boards, Carnival Corporation reduced the number of men on its board in 2018. Fred Olsen Cruises maintained the number of women but increased the number of men on its board.

FIGURE 14:
GENDER DISTRIBUTION WITHIN THE BOARDS OF THE SAMPLED 7 CRUISE LINERS IN 2013

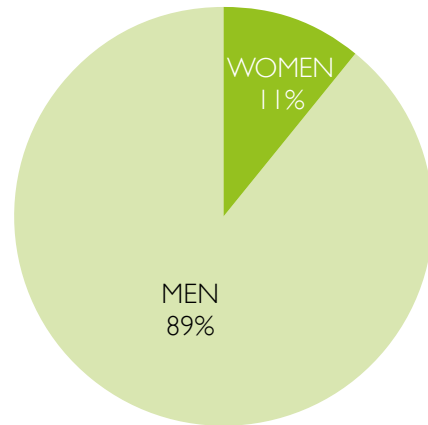


FIGURE 15:
GENDER DISTRIBUTION WITHIN THE BOARDS OF THE SAMPLED 7 CRUISE LINERS IN 2018

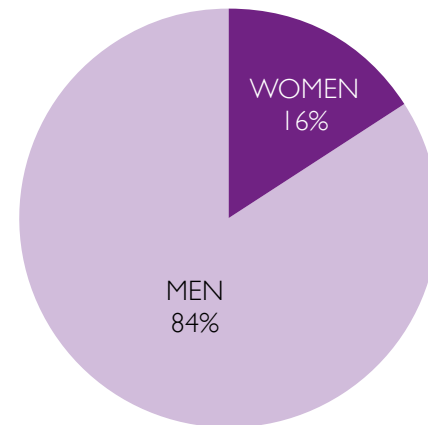
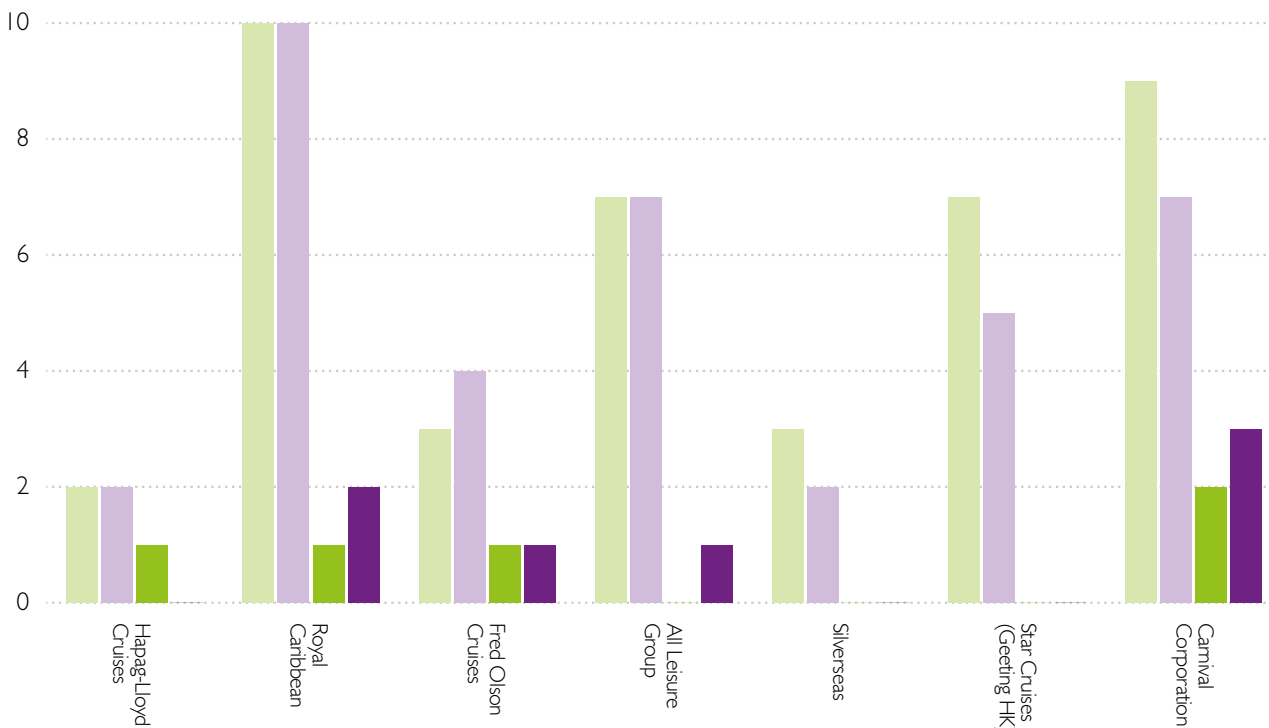


FIGURE 16: GENDER DISTRIBUTION ON THE BOARDS OF THE SAMPLED CRUISE LINERS IN 2013 AND 2018



■ Men in 2013 ■ Women in 2013
■ Men in 2018 ■ Women in 2018

AIRLINES

When the sample of seven airlines is examined as a whole, we observe that while there was a slight improvement from an overall average of 13 percent of women in 2013 to an average of 17 percent in 2018, nonetheless this sector was one of the lowest ranking sectors. It did however improve relative to cruise liners, which fall below the airlines in 2018.

As shown in Figure 19, four companies – Flybe, IAG Airlines Group, Thomas Cook Airlines and Ryanair – increased the number of women on their boards, while three companies – British Airways, Iberia and Monarch Airlines – reduced the number of women on their boards. Three companies – United Airlines, Virgin Atlantic and EasyJet – maintained similar numbers of women on their boards in 2013 and 2018. Varied practices are also noted in terms of numbers of men on boards. While United Airlines, EasyJet reduced the number of men while maintaining the number of women, Flybe and IAG Airlines Group reduced the number of men and increased the number of women on their boards.

FIGURE 17:
GENDER DISTRIBUTION WITHIN THE BOARDS OF THE SAMPLED AIRLINES IN 2013

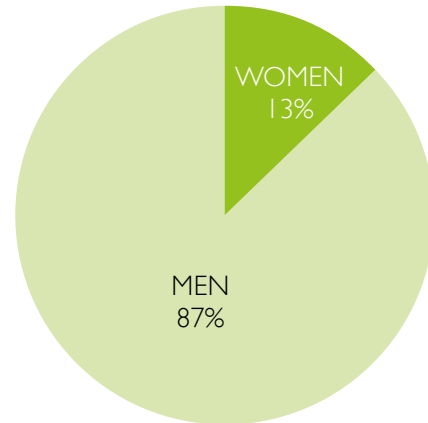


FIGURE 18:
GENDER DISTRIBUTION WITHIN THE BOARDS OF THE SAMPLED AIRLINES IN 2018

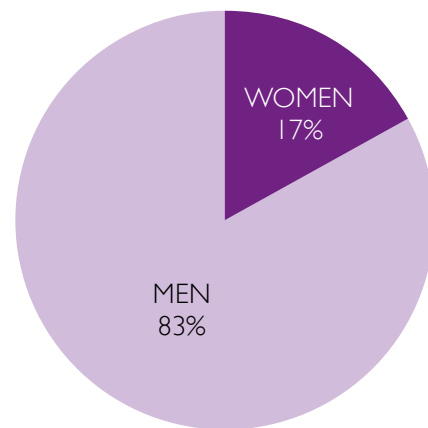
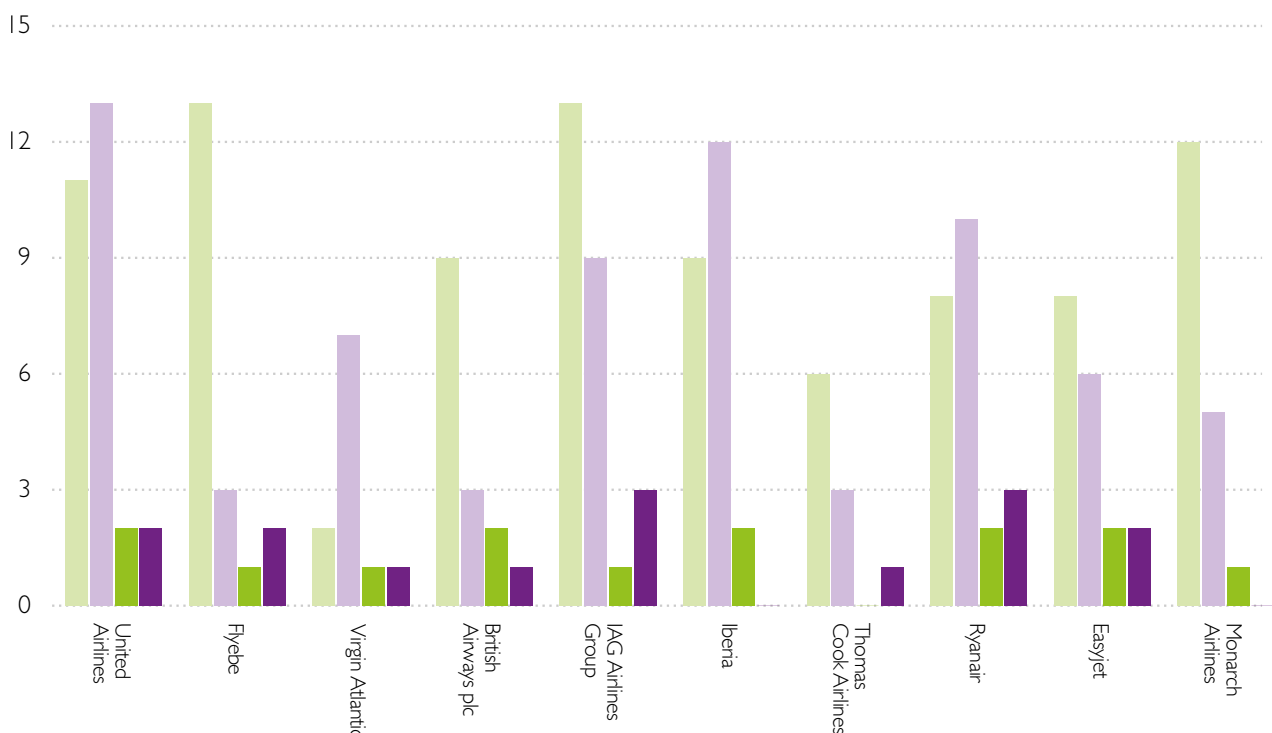


FIGURE 19: GENDER DISTRIBUTION ON THE BOARDS OF THE SAMPLED AIRLINES IN 2013 AND 2018



PART TWO

COMMENTARY, ANALYSIS AND RECOMMENDATIONS

In this section, we analyse our own findings in the context of the position of women in leadership in industry generally and in tourism and hospitality specifically. We start by identifying the key issues and by examining their potential root causes. An analysis of the business case for gender equality then leads into an outline of relevant strategies that the industry would need to implement to achieve gender equality in leadership positions and by implication throughout corporate structures. The report concludes with a set of key recommendations from Equality in Tourism for gender equality on boards in the tourism and hospitality industry.

GENDER EQUALITY IS A FUNDAMENTAL RIGHT

It 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 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-centred development (UN Women Training Centre, 2017).

2.1 WOMEN IN LEADERSHIP POSITIONS

Gender equality in employment is not a new concept. It has been enshrined in law in the UK for 48 years, beginning with the Equal Pay and Sex Discrimination Acts in 1970 and 1975 respectively. More recently, it culminated in the Equality Act in 2010, which provides an up-dated modern law, incorporating a streamline version of all previous equality legislation to tackle discrimination and disadvantage. Over the last decade, several government and industry reviews have highlighted gender inequality in private and public institutions, including women in senior, executive positions and on company boards. Legislation in Europe and in the US is following similar patterns.

Globally, over several decades since the 1970s, the United Nations has issued business compacts on human rights and sustainable development, which include clauses on eliminating discrimination and gender inequality. Most recently, in 2015, the United Nations launched the Sustainable Development Goals (<https://sustainabledevelopment.un.org/?menu=1300>), which include Goal 5 on achieving gender equality and empowerment of all women and girls. There is no paucity of legislation, information, debates, consciousness raising, training and advice available for employers worldwide to implement gender equality strategies. Yet, faced with excuses from company bosses across all industry sectors for the lack of women on boards, as documented in the Hampton-Alexander review in 2017, we have to concur with Amanda McKenzie from Business in the Community, that we still seem to be facing a situation resembling 1918 rather than 2018 (Rawlinson, 2018). Whatever progress has been made has been painfully slow.

As a global industry, keen to pride itself on sustainability and responsible tourism, tourism and hospitality needs to take on board the Sustainable Development Goals throughout

EXAMPLES OF EXCUSES FOR LACK OF WOMEN ON COMPANY BOARDS

"I don't think women fit comfortably into the board environment."

"There aren't that many women with the right credentials and depth of experience to sit on the board – the issues covered are extremely complex."

"Most women don't want the hassle or pressure of sitting on a board"
(Rawlinson, 2018)

company structures and demonstrate that it is at the cutting edge of progress on gender equality. However, the latest review on Women in Hospitality, Travel and Leisure 2020 – WiH Review 2020 (Korn Ferry and PwC, 2018) found that women make up just 25.5 percent of executive committee members across the sector. Furthermore, the research found that these women leaders are disproportionately concentrated in the human resource functions, rather than in wider business leadership roles.

The under-representation of women has also been highlighted in a report from the American Hospitality & Lodging Association's Women in Lodging forum and the non-profit Castell Project (AHLA/WiL and Castell Project, 2017). This report revealed that, despite the industry's dependence on women for many lower-level jobs, women in 2016 held just 5 percent of Chief Executive positions at US hotel companies, the same as in 2012, and women comprised 9 percent of US hotel company presidents in 2016, up from just 8 percent in 2012 (Clausing, 2018).

These positions embrace decision-making powers, which directly affect structural components throughout the company and are crucial for changing company culture and diversity dynamics. An increase of women in these positions is imperative for achieving an

increase of women on boards. However, Equality in Tourism believes that an increase in numbers of women in powerful positions alone is no guarantee for genuine gender equality. It has to be an integral part of an overall diversity strategy for gender equality, put in place by women and men who are not only committed to diversity and equality, but also willing and able to implement it with appropriate resources.

THE GENDER PAY GAP

Linked to the under-representation of women in leadership is the growing evidence of a significant gender pay gap in the industry. The wider the gender pay gap, the fewer women can be found in highly paid top management and executive positions, or positions traditionally occupied by men, such as airline pilots.

This issue affects not only the tourism and hospitality industry but all industries. It has been the focus of widespread public attention in the UK, following evidence provided by companies in response to an April 2018 reporting deadline. Based on the evidence reported, it emerged that eight out of ten companies and public-sector bodies in the UK with over 250 employees were paying women less than men, and women were being paid a median 9.7 percent less than their male colleagues (Topping, Barr and Duncan, 2018).

The extent of the gender pay gap varies considerably between and within industries. In the tourism sector, TUI seems to head the companies with the largest gender pay gap reported to date by a major UK company. Despite its efforts to implement sustainable tourism and diversity strategies, its male employees are paid more than double the female staff, and women's mean bonus pay in 2017 was nearly 70 percent lower than men's (Butler and Barr, 2018; HM Government, 2017). Airlines were also found to have one of the most significant gender pay gaps. Ryanair Ltd performed worst of all the airlines which provided figures. It was

found to have a 71.8 percent hourly pay gap between men and women and only 3 percent of women in the top pay band. Just eight of Ryanair's 554 UK-based pilots are women. Equally disappointing gender pay disparities were revealed in the case of TUI Airways UK. Figures released in February 2018 showed that women working at TUI were making an average 56.9 percent less than men. 95 percent of TUI's pilots are men earning an average of £111,683 per annum, whilst the wages in the female-dominated cabin crew sector average £26,272 per annum (Butler and Barr, 2018).

As well as reducing the gender pay gap, recent research also provides evidence to suggest that female-led companies offer more opportunities for women to progress up the hierarchy than men. Thus, an increased representation of women at executive levels is likely to result in increasing the representation of women at all levels within the tourism and hospitality sector (Costa et al, 2017).

Many companies have tried to offset criticism of the pay gap among their employees asserting that women and men are paid the same hourly wage for work of equal value, and the gap is explained by the concentration of men in the highest paid jobs. This line of argument is an attempt to deny the responsibility of employers, implying that any imbalances in pay and position are simply a reflection of society and hence unavoidable. Such excuses are invalidated by the evidence of other companies who have succeeded in bucking the trend. Such is the case of British Airways which has a 10 percent gap in the median hourly wages of men and women – far lower than the average. This should mean that BA has a greater number of women in higher paid top positions. Yet, as our survey shows, British Airways has reduced the number of women on its board. Improvement in one specific business component can only cascade throughout the company if it is part of a strategy with clearly defined goals and timelines.

2.2 ROOT CAUSES FOR GENDER INEQUALITY IN THE TOURISM AND HOSPITALITY INDUSTRY

Labour turnover, resulting in low productivity, retention of women and barriers to advancement of women into leadership positions are key issues that should be of concern to the tourism and hospitality industry. The industry suffers from the highest labour turnover rate of any sector in the UK (UK Commission for Employment and Skills, 2011) due to low pay, lack of career prospects and unsociable hours which affect the talent pool for women eligible for progression to managerial roles. Between 2012 and 2017, the number of women in managerial positions across hospitality and tourism businesses decreased by over 13,000. Out of 1.05m women working in the hospitality industry in the UK, only 11 percent work in managerial roles (People 1st, 2017).

Companies have legal responsibilities, in respect of equal pay for women workers, anti-discrimination measures and labour rights. Nevertheless, there is substantial research which highlights the persistent barriers for women accessing career progression and leadership positions in the sector (Baum and Cheung, 2015; Korn Ferry and PwC, 2018; People, 1st, 2017).

There are visible and invisible barriers. Visible and procedural barriers include unsociable hours, the lack of child care facilities, lack of flexible working hours or lack of paternity leave. Moreover, there are considerable invisible barriers, which are the most difficult to overcome. They can range from conscious or unconscious bias and lack of awareness among both women and men, cultural and social exclusion, to outright hostility or apathy to change. In this report, Equality in Tourism prioritises five key barriers that impede women's advancement to executive roles in tourism and hospitality, which are all interlinked.

They reflect research findings by other organisations, as well as Equality in Tourism's own consultancy experience within the industry:

- 1 Preconceptions and gender bias;
- 2 Dominant masculine organisational culture;
- 3 Lack of commitment and determination at top management level to instigate and implement change;
- 4 Lack of work/life balance; and
- 5 Lack of role models in senior positions and informal promotion procedures.

1 PRECONCEPTIONS AND GENDER BIAS

Women's advancement in the sector is hindered by the attitudes and the operating procedures of many companies, which tend to be governed by masculine corporate culture and values. Gender roles are deeply embedded within people's subconscious and accepted unquestioningly as the norm (Costa et al, 2017; Devillard et al., 2014).

Discrimination in the workplace is the product of an organisational culture that 'cultivates and maintains unconscious bias'; such bias can 'influence selection, recruitment and promotion decisions' (Korn Ferry and PwC, 2018, p.13). The excuses offered by company bosses for the lack of women on their boards, mentioned earlier, are a reflection of such bias. The ideas that women might not 'fit comfortably into the board environment' or that they might not want the "hassle and pressure of sitting on a board" indicate presumption and prejudice (Rawlinson, 2018).

Research commissioned by the International Labour Organization (ILO) in 2013 on women's employment in the tourism and hospitality industry included focus groups with senior managers in the hotel sector on their attitudes towards women and gender issues. Overall, these managers perceived that their recruitment practices were gender neutral. However, in practice their implementation

risked disadvantaging women with child and parental care responsibilities (Baum, 2013). Research has also shown that men are perceived as more responsible when they have children, whereas women in the same position are seen as being less committed to work. Motherhood has a wage penalty whereas, by contrast, fatherhood results in a wage bonus, as it 'is a valued characteristic of employers, signaling perhaps greater work commitment, stability, and deservingness' (Budig, 2014). Moreover, due to preconceptions among women based on internalisation of societal stereotypes and the lack of role models, women often don't imagine themselves able or willing to overcome the barriers to transcend into traditionally male-dominated work environments.

2 DOMINANT MASCULINE ORGANISATIONAL CULTURE

Organisational cultures in the industry, the invisible rules and beliefs among groups of people, defined by their working environment, are still to a large extent based on male leadership style and behaviours (Korn Ferry and PwC, 2018). Research suggests that male leadership values in general tend to be more competitive, hierarchical, and performance oriented. Women are slightly more likely to have a more democratic, transformational style, encouraging participation, mentoring and rewarding performance (Devillard et al., 2014; Shanmugam et al., 2007). Yet, McKinsey & Company research in 2013 found almost 40 percent of female respondents who felt that women's leadership and communication styles didn't fit with the prevailing model of top management in their companies. The research also revealed that cultural factors weighed twice as heavily as individual factors in determining how confident women felt about reaching top management (Devillard et al., 2014). In rare cases where women have taken executive roles as CEOs in tourism and hospitality, they have

come from other industries, such as Carolyn McCall at EasyJet in 2010 with a background as CEO of the Guardian Media Group, and Alison Brittain at Whitbread in 2015, formerly head of retail banking at Lloyds Banking Group.

In order to progress and compete in a male dominated environment women can be faced with several options, such as: 1) adopting male values, working twice as hard to prove her worth, and feeling a sense of achievement of being a rare example, while risking personal relationships and family life and sometimes appearing as a threat to her male colleagues; 2) adhering to her own values and aiming to transform the dominant culture, risking isolation and resistance; 3) leaving the workplace as a result of burn out from facing too many obstacles, confirming employers' expectations that employing women in leadership positions is 'risky' (Costa et al, 2017; Korn Ferry and PwC, 2018).

3 LACK OF COMMITMENT AND DETERMINATION AT TOP MANAGEMENT LEVEL TO INSTIGATE AND IMPLEMENT CHANGE

Genuine, lasting change must be instigated and monitored from the top in order to be taken seriously by the entire staff structure. While there are some encouraging good practice case studies, company research (Korn Ferry and PwC, 2018; McKinsey, 2013; 2014) and our own experience of consultancy within the industry have shown that a positive response to addressing gender diversity and equality is lacking in many companies. In our dealings with tourism and hospitality leaders, we have often been faced with either a wall of silence, critical resistance or, worse, ridicule.

There is clearly still a great deal of resistance to change and to a more socially responsible approach within the sector, resulting from a lack of awareness of the barriers that women face, and of the social and economic benefits of gender diversity for their business. Even

where there are encouraging signs of strategies in place, without audits or monitoring systems implementation is often lacking (Korn Ferry and PwC, 2018; McKinsey, 2013).

4 LACK OF WORK/LIFE BALANCE

As noted by the WiH2020 Review, the industry is characterised by long, unsociable hours and weekend work. Research on this issue found that a key characteristic of what is perceived as the 'ideal tourism worker' is having 'availability-related flexibility' – in other words being available to work outside normal hours (Costa et al, 2017).

The pressures of flexible availability, long, unsociable hours' shifts, and the need to travel extensively, combined with societal stereotypes and expectations of the role of women as carers and housekeepers constitute major barriers to women's progression. In the case of multi-site operations, staff and, in particular top managers working their way up the ranks, may be expected to travel both nationally and internationally, moving from one hotel to another, involving frequent relocation. According to Dr Zofia Bajorek from The Work Foundation, women who take time out to look after children "are often perceived by colleagues as being less competent as a result of their period of leave and not given the same opportunities as their male counterparts" (Korn Ferry and PwC, 2018, p.13).

Reconciling earning money and keeping up with domestic life is the most common challenge for women. This is a consequence of not including, not counting and thus devaluing all the work that they contribute to family, community and society but that does apparently not contribute to wallets, profits or GDP (Cole, 2018). Women with a partner are 5.5 times more likely than their male counterparts to do all or most of the housework (Budig, 2014, cited in Cole, 2018), and only when men have caring duties, the invisibility of childcare comes to light (Bakas, cited in Cole, 2018).

5 LACK OF ROLE MODELS IN SENIOR POSITIONS AND INFORMAL PROMOTION PROCEDURES

In many tourism and hospitality companies, promotion to the boards is decided in a casual and informal manner, without written criteria, and based on personal relationships. As a result, women are often passed over because they do not meet preconceived ideas. This is particularly problematic when those involved in the job interviews are predominantly male, resulting in a male bias in favour of candidates who most closely match their own image of a good candidate.

In sum, a combination of societal, recruitment, workplace policies and attitudes converge to impede women's progression to executive positions in tourism and hospitality, thereby perpetuating the problem of female under-representation on boards and in other decision-making bodies within the industry.

2.3 THE BUSINESS CASE

2.3.1 GENDER EQUALITY IN THE CONTEXT OF DIVERSITY MANAGEMENT

There is an obvious case in favour of gender diversity based on moral and fairness principles. Gender equality forms an intrinsic part of Corporate Social Responsibility (CSR), which should also incorporate diversity management and sustainable tourism strategies. Diversity is critical for innovation. Diversity management aims to promote an inclusive culture within an organisation by recognising, respecting and valuing people's differences. As part of that, gender equality ensures that women and men are not treated differently because of their gender, whilst respecting and valuing their differences.

As such gender equality is linked to the business case for both CSR and diversity management in tourism and hospitality. However, there is also a specific business case for gender equality, given that women make up 50 percent of the world population and up to 70 percent of the workforce in tourism and hospitality (UNWTO and UN Women, 2011).

Research by key economic fora, such as the Women's Economic Forum (WEF), the International Finance Corporation (IFC) and the WiH2020 Review highlights that gender equality on boards results in a broad set of business benefits. The IFC cites improved financial performance and shareholder value, increased customer and employee satisfaction, rising investor confidence, business growth, management of risks, the weathering of financial crises and greater market knowledge and reputation. It states that 'to be truly effective, a board requires a diversity of skills, cultures, and views to make smart decisions with lasting impact' (International Finance Corporation, 2014). As noted in the WiH2020 Review,

Fortune 500 companies in the top quartile for female representation outperform those in the lowest quartile by at least 53 percent return on equity (Korn Ferry and PwC, 2018). McKinsey note that by tackling homogeneity, boards are more likely to reflect the diverse voices of their workforce and consumers and are able to make more robust and balanced decisions. They are thus better able to attract and retain top talent, resulting in a 'virtuous cycle of increasing returns' (Hunt, Leyton and Prince, 2015).

The higher levels of interpersonal interaction between customers and staff in the tourism and hospitality industry result in higher business value and improved financial performance emanating from gender and ethnic diversity (Singal, 2014). Moreover, 65 percent of university graduates in the UK are women, and women make up the majority of tourism and hospitality management graduates at UK universities (Korn Ferry and PwC, 2018). This presents a rich talent pool that can enhance managerial and financial performance. Seventy-nine percent of respondents in a survey of senior executives in the hotel industry agreed that the presence of female workers improves the quality of their overall workforce and 85 percent agreed that women greatly improve the talent pool from which they can recruit internationally (Baum, 2013). Furthermore, women's approach to risk-taking and crisis-solving tends to be more creative with sensible, long-term orientation and proposals for negotiation and compromise (Boffey, 2017).

Whilst many of the larger corporations have already grasped the social and economic benefits of a diverse and equality oriented workforce, evidence from the Hampton-Alexander Review indicates that many small and medium sized companies of 250 employees and less, which pre-dominate in the tourism and hospitality industry, clearly still need to address gender equality issues in leadership positions. For companies to be effective in the long term, gender diversity and equality are imperative (World Economic Forum, 2017).

The statistics leave no doubt about the business benefits of gender diversity and equality in the high level decision-making echelons of industry. It is therefore high time for the majority of the tourism and hospitality industry to demonstrate the political will and commitment at top levels for implementing strategies which transform the gender profile of their companies in leadership positions.

In the following section, Equality in Tourism provides a number of recommendations for such strategies. They are based on best practice case studies, drawn from corporate and academic research and from interviews with industry representatives.

2.4 RECOMMENDATIONS FOR INCREASING REPRESENTATION OF WOMEN IN LEADERSHIP POSITIONS

The lack of gender diversity on boards calls for a multi-faceted and multi-layered approach involving a broad set of policies and measures aimed at breaking down the barriers and building the foundations of increased gender equality. Our recommendations in this section are linked to the key issues, which we have outlined in section 2.2. Here, we focus on a set of recommendations for approaches and strategies which Equality in Tourism believes are the cornerstones for achieving gender equality at the top levels of the tourism and hospitality industry. We underline these recommendations with a range of good practice examples that have been advocated and adopted by some companies and governments, both within and outside the sector. These examples demonstrate the extent of the commitment in some quarters to this issue and prove that, with the right approach and political will, it is possible to bring about positive change.

The following Women's Empowerment Principles, adopted by over 1,827 business leaders around the world in 2010, as part of the UN Global Compact, provide a good illustration of the range of approaches needed to bring about change. They form a basis for our recommendations, in respect of adopting practical measures for achieving the 50 percent target of women's representation on company boards.

EQUALITY MEANS BUSINESS WOMEN'S EMPOWERMENT PRINCIPLES (WEPS)

1. Establish high-level corporate leadership for gender equality
2. Treat all women and men fairly at work – respect and support human rights and non-discrimination
3. Ensure the health, safety and well-being of all women and men workers
4. Promote education, training and professional development for women
5. Implement enterprise development, supply chain and marketing practices that empower women
6. Promote equality through community initiatives and advocacy
7. Measure and publicly report on progress to achieve gender equality

<http://weprinciples.org>

2.4.1 CORPORATE LEADERSHIP

Before we outline the recommendations in detail, it is important to emphasise that any improvement for women at top levels will have to start at the top of company governance. This will then need to be cascaded down and across all echelons of the company structure. The second Hampton Alexander Report (November 2017) found that the determinant of gender diversity on boards is whether the topic is given top-down business priority. Providing strong leadership from the very top of companies is the first of the Women's Empowerment Principles. This also means that gender equality is approached as an issue for the whole company, not just as a women's issue.

GOOD PRACTICE EXAMPLE

TOP-LEVEL COMMITMENT: INTERNATIONAL FINANCE CORPORATION

The International Finance Corporation (IFC) is part of the World Bank Group and works with private sector companies in developing countries to open up market opportunities. As part of the World Bank's gender strategy and its overall corporate governance work, it encourages board diversity by promoting women's leadership, building capacity, raising awareness of the strategic and pragmatic benefits of gender equality, and starting a policy-level dialogue aimed at increasing the number of women on boards in emerging markets and developing countries. IFC has begun an active outreach process to identify qualified women to fill board positions in the companies in which it invests and has almost reached its 2015 goal of 30 per cent female representation, aiming for full parity in the future (International Finance Corporation, 2018).

GOOD PRACTICE EXAMPLE

TOP-LEVEL COMMITMENT: INTREPID TRAVEL

The global adventure travel company Intrepid Travel is another company that has signed up to the Women's Empowerment Principles since 2017 and is making great strides towards gender equality. So far they have:

- achieved 50/50 parity on their global leadership team;
- held their first Women's Leadership Forum for future female leaders in Cambodia;
- instigated a remote global mentoring programme;
- introduced unconscious bias training for all staff;
- formalised flexible work arrangements to be more outcome oriented, rather than desk-oriented;
- launched a Parental Support Plan;
- set a goal to double their female tour leaders by 2020 and have already increased them to 22 in 2017, from two in 2016 (Croft, 2018).

GOOD PRACTICE EXAMPLE

TOP-LEVEL COMMITMENT: RADISSON HOTEL GROUP

Before being renamed Radisson Hotel Group in 2018, after a buy-out in 2016, The Rezidor Hotel Group, according to its 2016 Responsible Business Report, embraced diversity and inclusion, prioritizing talent, independent of gender, visible differences, beliefs, or sexuality. Its president and CEO Wolfgang M. Neumann stated: "We want to challenge existing thinking and increase the representation of women in senior positions across the entire company". The company aims to break down career barriers, harness individual strengths of female leaders, and develop and retain them for long-term career planning. Its actions include enhanced Maternity Leave Policy in the Middle Eastern Region, female leadership workshops, including for women in Saudi Arabia, and 'Develop your Talent' workshops to support senior female talent. The company is a signatory of the UN Women's Empowerment Principle (The Rezidor Hotel Group, 2016).

2.4.2 LEGISLATIVE MEASURES OR VOLUNTARY INITIATIVES?

As noted earlier in this report, equal pay and anti-discrimination legislation have existed for many decades, yet, inequalities in pay and in the representation of women in traditionally male-dominated work environments, such as on company boards, still persist. The question is to what extent legislation can enforce gender equality in leadership positions in tourism and hospitality, and whether voluntary initiatives may be better placed in raising awareness and creating commitment for change. The Equal Pay Act 2010 has been a successful tool to expose the equal pay gap in most industries in the UK since employers have had to comply with the requirement to publicly declare their figures by April 2018. In a world where the profit-motive tends to determine most business decisions, legislation is a necessary incentive for business leaders to balance human rights considerations with economic priorities.

Ruth Halperin-Kaddari, Professor of Law and an expert at CEDAW-ONU (The Convention on the Elimination of All Forms of Discrimination against Women) argues that legal frameworks are needed as “without legal frameworks, there are no rights to be reclaimed” and one cannot rely only on morals and ethical dispositions. According to Nicole Amelie, the chair of CEDAW-ONU, laws are needed so that the inclusion of women at higher levels is recognised as an obligation, thereby engendering a heightened commitment from companies. The European Commission also favours the legislative approach, and in 2014 a proposal was tabled for EU-level legislation requiring that at least 40 percent of listed companies’ non-executive directors should be women. In order to achieve this target, it is proposed that businesses should be compelled to positively discriminate when hiring new executives until this quota is reached. However, despite support from the European Parliament, the proposal was blocked by some member states, and it has not yet been passed (Boffey, 2017).

Nevertheless, laws alone are not enough. They must be strongly enforced to be effective. Adequate resources are therefore required not only to monitor and enforce legislation but also to support and assist businesses to comply.

GOOD PRACTICE EXAMPLE

LEGISLATION: ICELAND

At the beginning of January 2018, Iceland became the first country in the world to legally require companies and government agencies with more than 25 employees to prove that they are not paying women less than men for doing the same work. Companies that fail to produce evidence of equal pay for equal work are heavily fined. This initiative was preceded by an earlier attempt to tackle the gender pay gap, which was based on a voluntary certification scheme. The voluntary scheme had very limited take-up but since the introduction of new laws in 2018, employers have been rushing to comply with the regulations legally, enforcing equal pay for men and women, thereby avoiding incurring high fines (Sigmarsdóttir, 2018).

GOOD PRACTICE EXAMPLE

LEGISLATION: NORWAY

In late 2003, Norway passed a law mandating 40 percent representation of each gender on the board of publicly limited liability companies. This law was aimed both at increasing the representation of women in top positions in the corporate sector and at decreasing gender disparity in earnings within that sector. A recent review of the effect of this law confirmed that the newly (post-reform) appointed female board members were significantly more qualified than their female predecessors and that as a result the gender gap in earnings within boards fell substantially (Bertrand et al., 2017)

2.4.3 VOLUNTARY INITIATIVES

In addition to legal frameworks and regulations, there is plenty of scope for companies to adopt their own initiatives aimed at enhancing board diversity. One such example is the Diversity in Hospitality, Travel and Leisure Charter, collated in 2017 by a diverse group across hospitality, travel and leisure and aimed at accelerating progress towards an inclusive culture within the industry. The Charter is a 10-point action plan, published by Price Waterhouse Cooper (PwC), and businesses can sign up to it to demonstrate their commitment. The plan includes: developing a diversity and inclusion strategy; promoting an inclusive culture through HR policies; publishing the gender pay gap annually, taking action to address the issues and undertaking annual reviews of progress (Korn Ferry and PwC, 2018; Price Waterhouse Cooper, 2017).

Other initiatives that could be undertaken by companies include carrying out gender audits to get a clearer understanding of the issues and barriers faced by women in the company through regular surveys, interviews and consultation. Research could also be undertaken to identify the particular skills and competencies of their female staff, which, if recognised, could give companies a competitive edge. Therefore the answer maybe a combination of regulation, supported by and extended with voluntary initiatives.

GOOD PRACTICE EXAMPLE

VOLUNTARY INITIATIVES: UNILEVER

In 2014, Unilever's gender balance approach incorporates a Gender Action Plan covering career progression, reviewing job vacancies for flexible opportunities, gender neutral adverts and proactive, female orientated sourcing, gender balanced recruitment panels and retention strategies, including mentoring, career skills training and a role models programme. (Unilever Food Solutions, 2014; pers. communication)

2.4.4 GENDER AWARENESS TRAINING

As noted in section 2.2, policies, attitudes and practices are strongly influenced by various forms of gender bias, both conscious and unconscious, which is also linked to a predominance of masculine culture and apathy at top management level. Gender awareness training as part of diversity management is needed to change attitudes and behaviour and to raise awareness of such bias at the level of the individual and the organisation. Such training must address, not only direct and explicit forms of bias, but also unconscious bias, which often goes undetected and is thus more insidious. However training must develop from fertile ground, which means that it starts at executive level before it is introduced in the wider context of the company as part of a company-wide dialogue. Relevant policies and procedures need to support it, such as recruitment and promotion procedures, family-friendly policies to address work/life balance and mentee schemes, which place high-potential leaders with senior leadership role models, who assist with their career development. Raising and changing awareness, particularly changing unconscious bias, takes time and must be done sensitively. It therefore requires a long-term training strategy, tailored to the specific requirements of a company, including systems to measure change (Gender and the Economy, 2018).

2.4.5 POLICIES PROMOTING BETTER WORK-LIFE BALANCE

Reproductive labour must be counted as having economic value. As long as the importance of this work is not recognised, its sharing will not be prioritised. Only when men and women are equal stakeholders in a family, change will occur (Cole, 2018). Gender friendly working patterns are needed: the introduction of measures so people have time to care without adverse implications for job choices and career development; part-time work, and eradication of long hours. When men take children to school or finish early to collect them as much as women do, greater flexibility will be offered to all workers and caring will be better shared. Multi-site working should not be a pre-requisite to career advancement. Companies should develop family-friendly policies, including maternity/ paternity schemes, workplace nurseries, allowances for childcare expenses, flexible hours, working from home and job sharing. Coverage and take-up should be aimed at both men and women so that more men are encouraged into the reproductive economy, thereby reducing gender-based discrimination against women linked to child care responsibilities (Cole, 2018).

GOOD PRACTICE EXAMPLE

WORK-LIFE BALANCE: HILTON

Hilton recently launched an initiative called Thrive@Hilton aimed at creating “a healthy, sustainable and diverse workplace”. As part of this initiative, Hilton offers 10 weeks of fully paid parental leave and adoption assistance for everyone from general managers to housekeepers. Hilton’s Senior Vice-President for Talent, Rewards and People Analytics, Laura Fuentes, states that at Hilton’s recent meeting for general managers of its all-suites brands, 43 percent were female (Clausing, 2018).

2.4.6 MENTORING, SHADOWING SCHEMES TO ENCOURAGE WOMEN INTO LEADERSHIP POSITIONS

Mentoring schemes can be introduced, where women in senior positions mentor women in junior positions and generally encourage women to aim high. Since 2014, the UK Department for Business, Energy and Industrial Strategy has been piloting a series of positions on the boards of its partner organisations to give talented, ‘board-ready’ women the development and experience they need to break the cycle of being unable to get a board appointment until board experience has been gained. A similar private-sector scheme – “Board Apprentice” – has been running in parallel for all under-represented groups. The experience from these two schemes is now being brought together under the Future Boards Scheme.

These are just some of the schemes that already exist or could be adopted by companies in order to redress the problem of under-representation of women on boards and in senior executive positions, thereby also helping to reduce the gender pay gap in the industry.

GOOD PRACTICE EXAMPLE

ROLE MODELS IN SENIOR POSITIONS: FUTURE BOARDS SCHEME UK

The “Future Boards Scheme” is a partnership between the UK Government Investments, the 30% Club and Board Apprentice, giving senior women a unique opportunity to get board experience for progressing their careers to the next level. The scheme is aimed at FTSE 350 companies, SMEs and other major organisations. Several major companies and well-known public sector bodies have already signed up to take part in the scheme, including Aviva, Hammerson and the Student Loans Company. The government believes the scheme has the potential to significantly grow the talent pipeline of women executives by giving women 12 months’ experience on a major board (30percentclub.org).

GOOD PRACTICE EXAMPLE

THE RADISSON HOTEL GROUP

Inge Huijbrechts, Global Senior Vice President Responsible Business for the Radisson Hotel Group, was developing the Responsible Business programme in 2017 in the group's 1,400 hotels in operations and development in 115 countries around the world. The programme, launched in 2014, is focused on developing female talent. For example, mentee programme places high-potential leaders with senior leadership role models, who assist with their career development. The company also has a STEPS programme, specifically for the development of high potential women leaders.

According to Huijbrechts, in Saudi Arabia one of its women employees is now the first ever female general manager of a hotel there. "We focus on female leadership over there. 102 women are now employed and 21 in leadership positions. It's a great example where you wouldn't expect it to happen, but it did. It did because of our STEPS programme" (Pers. Communication, 2017).

2.4.7 AUDITING AND IMPACT ANALYSIS

Participatory gender audits are 'globally considered a powerful tool for organizational transformation and to help identify organizational strengths and challenges towards integrating gender within specific workplaces' (Business essentials 2017). Yet, there is no available evidence of good practice case studies of gender audits, and tourism organisations have been resistant to take on this essential work. Equality in Tourism has first-hand experience of this as organisations, hotel groups, and tour operators have all declined the suggestion that they might like to conduct a gender audit to help them improve their gender equality. Such audits would help spotlight gender (in)equality and identify systems, policy, processes and organisational culture that would need to be changed to make improvements. Without destinations, companies and organisations conducting impact analyses, the impacts tourism employment is having on women will not be known. Conducting gender analysis requires sufficient resources, leadership and political will, and must be based on targets that transform social relations and tackle the root causes of inequality.

2.4.8 SPREADING THE WORD ABOUT WHAT MAKES A DIFFERENCE

Competitions between countries and destinations for an integrated approach to gender equality in destination management plans would help put relevant measures in place. When companies register improvements, their good practice methodologies and results need to be publicised and widely disseminated. If gender equality was more central to responsible tourism, and awards were given to those companies excelling in their efforts, they would receive more publicity. Greater disclosure of actions to promote gender equality would accelerate change. If this was then combined with action on the platforms that market and sell tourism,

customers could make their choices. So far this is not mainstream (Cole, 2018). Nevertheless, there are a few websites, which highlight the issues discussed here, such as Equality in Tourism, and Gender Responsible Tourism, an international online magazine for travelers and workers in responsible tourism, offering gender focused travel options, information sharing, networking and advice.

2.4.9 TARGET-SETTING AND TRANSPARENCY

The case of UK FTSE companies provides a good illustration of the positive impact of targets. The rapid rise of women on boards in FTSE 100 and 350 companies over the last decade proves that significant leaps in the proportion of female representation are achievable. The evidence also suggests that the more ambitious the target the more likely it is to succeed. The Hampton-Alexander Review of 2017 found that women occupied almost 28 percent of board positions in FTSE 100 companies, up from 12.5 percent six years ago. Moreover, the number of all-male FTSE 350 company boards fell from 152 in 2011 to just 10 and the report found that the biggest UK companies were on track to meet the target by 2020.

The review also recommends that the Financial Reporting Council amends the UK Corporate Governance Code so that FTSE 350 companies disclose the gender balance of their executive committees to make sure there is transparency on the number of women in senior positions. Only by speaking openly and honestly about the challenges they face will businesses meet the targets set by the Hampton-Alexander Review.

GOOD PRACTICE EXAMPLE

TARGETS: DAVIES REVIEW

In 1999, only 6.7 percent of all positions in FTSE companies were held by women. According to Professor Sue Billington of Cranfield University, after this was discovered, it was decided to collect and publish data to follow these trends, and over the next decade data on female representation in senior positions of FTSE companies was collected. By 2012, the percentage of women in senior positions had almost doubled reaching 12.5 percent. Meanwhile, the UK Government appointed Lord Mervyn Davies to investigate further. The Davies report published in 2011 called for an ambitious target of 25 percent to be reached by FTSE 100 companies by 2015. Lord Davies and his team worked with businesses towards the achievement of this goal and by the end of 2015, the 25 percent target had been exceeded and reached 26.1 percent. Since then, it has increased further to 28 percent and a new target of 33 percent by 2020 was set to cover FTSE 350 companies.

2.5 CONCLUSION

Despite evidence of some movement towards increased gender equality on boards since our first report in 2013, progress is slow. It is clear that the tourism and hospitality industry as a whole has not yet fully accepted the need for radical rethinking and change in its approach to gender diversity. Change is needed urgently, not only to bring the tourism and hospitality industry in line with other sectors where there have been more notable advances, but also because genuine responsible tourism cannot be achieved without gender equality at its heart.

The latest revelations in the UK about the extent of the gender pay gap across most companies and institutions has provoked shock and outrage among both men and women. Previous complacency in relation to gender discrimination has been replaced by urgent calls for change. Against this background, there has never been a better time for acting to address the widespread lack of gender diversity at the highest echelons of all sectors of the tourism and hospitality industry. Policies must be bold and strategies put in place for their rigorous enforcement and implementation. Voluntary engagement is not enough. Legislation and regulation, enforced and regularly monitored is called for. The results must be transparent and publicised.

In addition, Equality in Tourism calls upon the world-wide tourism and hospitality industry as a matter of urgency to tackle the gender pay gap. Mandatory reporting must be imposed across the industry with a view to closing the gap and also to achieving equal pay for equal work across the industry by the year 2022.

As noted in this report, the underpinnings of gender inequalities in the tourism and other industries run deep. Reporting and monitoring requirements must be accompanied by wide-ranging measures, including changes in workplace policies and practices, gender awareness training to tackle all forms of gender-based discrimination, including unconscious gender bias and corporate-led initiatives aimed at promoting and supporting the equal representation of women in decision-making positions in the industry. Moreover, as we have argued in this report, drawing on the views of people within the industry, as well as the findings of numerous research studies, the achievement of full equality will not only benefit both men and women but will also serve the interests of the industry as a whole.

Besides the strong business case in favour of gender diversity and equality, evidence of genuine attempts by the industry to tackle gender imbalances would strengthen the message that the whole sector takes issues, such as fairness, diversity and sustainability seriously. Both, from a social justice and a business perspective, the importance of gender equality cannot and must not be overlooked.

PART THREE

RECOMMENDED ACTION PLAN FOR TOURISM AND HOSPITALITY ORGANISATIONS

- 1 Adoption of the UN Global Compact Women's Empowerment Principles and Goal 5 of the Sustainable Development Goals.
- 2 Compliance with relevant legislation.
- 3 Company-wide policy initiatives to promote gender equality as part of corporate social accountability and governance policies and in partnership with gender and tourism experts and organisations.
- 4 Regular gender audits, research and impact analysis.
- 5 Gender and diversity awareness training to address gender bias, masculine culture and top-level commitment to gender equality for women in leadership positions.
- 6 Policies to promote better work/life balance, including in senior positions, incorporating family-friendly policies, such as provision for shared child care, flexible working policies, job share and part-time working.
- 7 Mentoring and promotion schemes to encourage more women into leadership positions.
- 8 Competitions, awards, and publicity on good practice examples.
- 9 Target setting to achieve 50 percent parity for women on boards.
- 10 Transparent reporting on audits and achievements of targets.

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