3.1.4 Gender Equity

*Family Wellbeing, Equal Opportunities in Employment, Traditional Gender Roles, Access to Land and Credit*

Gender equity is unlikely to appear on a list of top ten stakeholder concerns, but it is nevertheless of significance to the movement towards socio-cultural sustainability. Gender equity is not just about whether women are getting tourism jobs, their relative seniority, training opportunities and possibilities for advancement, but also how the impacts of tourism differ on the lives of men and women in the destination. Women often suffer from loss of natural resources first, but at the same time may be the first to benefit from infrastructural improvements that often accompany tourism development such as piped water and electricity. In traditional societies, the issues of whether women and men have equal access to land and credit can be a key constraint on the ability of women to become tourism entrepreneurs.

In accordance with the CEDAW principles (http://www.un.org/womenwatch/daw/cedaw/), the South Pacific Tourism Organisation (SPTO), in collaboration with UNIFEM, has recently conducted a pilot study of the social and gender implications of tourism in Samoa, Vanuatu and Fiji (SPTO 2003). They identified four main areas of concern in terms of tourism gender equity: family well-being (as a result of the long hours and demands of shift work), equal opportunities in formal employment (for the advancement of disadvantaged groups), traditional gender roles in the community, and access to land and credit which defines who can play the lead role in tourism development. These issues are used to structure the discussion on possible indicators.

<table>
<thead>
<tr>
<th>Components of the issue</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Family wellbeing</strong></td>
<td></td>
</tr>
<tr>
<td>Stress</td>
<td>• % tourism employees (male/female) suffering increased fatigue and stress as a result of work.</td>
</tr>
<tr>
<td>Childcare</td>
<td>• % of tourism operators who provide day care and other benefits for employees with children.</td>
</tr>
<tr>
<td>Health and safety</td>
<td>• % of tourism operators who have regulations/made commitments regarding equal gender opportunities; • % of operators who promote staff awareness of occupational health, safety and issues affecting female employees.</td>
</tr>
<tr>
<td>Transport</td>
<td>• % of tourism operators who provide transport for women returning from night shifts.</td>
</tr>
<tr>
<td>Discrimination against women/men</td>
<td>• % employees who believe their gender has affected their job advancement, pay or benefits.</td>
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</tbody>
</table>
### Equal opportunities in formal employment

<table>
<thead>
<tr>
<th>Opportunities for Women</th>
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</thead>
<tbody>
<tr>
<td>• Women/men as a % of all tourism employment;</td>
</tr>
<tr>
<td>• Women/men as a % of all formal tourism employment;</td>
</tr>
<tr>
<td>• Women/men as a % of all tourism informal occupations;</td>
</tr>
<tr>
<td>• % women/men in part-time employment.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Seniority</th>
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</thead>
<tbody>
<tr>
<td>• % of women/men in different tourism income earning categories;</td>
</tr>
<tr>
<td>• % of women/men in unskilled, semi-skilled and professional positions in the industry.</td>
</tr>
</tbody>
</table>

### Components of the issue

<table>
<thead>
<tr>
<th>Entrepreneurs</th>
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<tbody>
<tr>
<td>• % of owner-operator tourism businesses run by women/men;</td>
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<tr>
<td>• % of tourism businesses registered under women/men.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>• % women/men tourism employees with formal training;</td>
</tr>
<tr>
<td>• % women/men employees sent on training programmes.</td>
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</tbody>
</table>

### Traditional gender roles

<table>
<thead>
<tr>
<th>Community tourism</th>
<th>• % women/men involved directly (providing services) in village-based tourism projects;</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• % women/men involved indirectly (supplying goods) in village-based tourism projects.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ownership</th>
</tr>
</thead>
<tbody>
<tr>
<td>• % women/men owning/controlling village tourism businesses.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rewards</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Average income for women/men working in village-based tourism business;</td>
</tr>
<tr>
<td>• % women/men involved in village-based tourism satisfied with their work and rewards.</td>
</tr>
</tbody>
</table>

### Access to land and credit

<table>
<thead>
<tr>
<th>Land ownership</th>
</tr>
</thead>
<tbody>
<tr>
<td>• % women/men with rights to land in tourism development areas;</td>
</tr>
<tr>
<td>• % women/men holding rights to tourism leases.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Loans</th>
</tr>
</thead>
<tbody>
<tr>
<td>• % bank loans issues to women/men for tourism ventures;</td>
</tr>
<tr>
<td>• % women/men defaulting on bank loans;</td>
</tr>
<tr>
<td>• % donor grants issued to women/men for tourism ventures.</td>
</tr>
</tbody>
</table>

### Indicators of family well-being:

- % tourism employees (male/female) suffering increased fatigue and stress as a result of work;
- % of tourism operators who provide day care and other benefits for employees with children;
- % of tourism operators who have regulations/made commitments regarding equal gender opportunities;
- % of tourism operators who promote awareness amongst staff regarding occupational health, safety and issues effecting female employees;
- % of tourism operators who provide transport for women returning from night shifts;
- % employees who believe their gender has effected their job advancement, pay or benefits.
Reason for use of these indicators: Tourism can affect the family. The demands of tourism can require odd hours, and normally bring contact with other cultures or values. Like other sectors, employment in tourism may have impacts on family cohesion, women’s roles, workload, stress and reproductive health. More than many other sectors, tourism can be seasonal, expose women to potential for harassment and require journeys to and from work for late shifts. While benefits may be derived from the employment, in many cases jobs may be entry level, low paying, and with little opportunity for advancement.

Source(s) of data: The data for these indicators can be collected by employee surveys and employer surveys. Some destinations may already collect these data through ministries of employment, tourism, or similar.

Means to use these indicators: It should be noted that many of these indicators are the same as recommended for a range of social and economic issues (see for example, the issues on Economic benefits of tourism (p. 128) and Effects of Tourism on Communities (p. 57). The difference is that efforts are made to identify gender differences in the data, to permit action where necessary to respond to gender issues.

Benchmarking: Benchmarking can be done relative to overall statistics or to highlight differences between males and females (likely in different age cohorts or employment categories) and to show changes over time. These indicators can also serve to highlight differences between employment of women in tourism and in other sectors.

Indicators of equal opportunities in formal employment:

- Women/men as a % of all tourism employment;
- Women/men as a % of all formal tourism employment;
- Women/men as a % of all tourism informal occupations;
- % women/men in part-time employment;
- % of women/men in different tourism income earning categories;
- % of women/men in unskilled, semi-skilled and professional positions in the industry;
- % of owner-operator tourism businesses run by women/men;
- % of tourism businesses registered under women/men;
- % women/men tourism employees with formal training;
- % women/men employees sent on training programmes.

Reason for use of these indicators: Depending on the destination, women may fare differently from males in the tourism industry, both in terms of roles and benefits. Seniority of women employees relative to their male counterparts and their relative pay and benefit packages may be less. Women often are underrepresented as entrepreneurs and owner-operators and training opportunities for female/male staff may not be the same. Discrimination against female or male employees may affect the workplace and overall welfare.

Source(s) of data: Labour statistics where available. If not, use employee surveys.

Means to use these indicators: For these indicators, it is most effective to show data relative to overall statistics or to highlight differences between males and females (likely in different age cohorts or employment categories).

Benchmarking: Compare with other sectors and between men and women over time. For most of these indicators, national or regional data can serve as a benchmark – likely published by national employment authorities. An employee questionnaire may be necessary for some of the information on attitudes of employees.
Indicators of traditional gender roles:

- % women/men involved directly (providing services) in village-based tourism projects;
- % women/men involved indirectly (supplying goods) in village-based tourism projects;
- % women/men owning/controlling village tourism businesses;
- Average income for women/men working in village-based tourism business;
- % women/men involved in village-base tourism satisfied with their work and rewards.

Reason for use of these indicators: The respective roles of men and women in traditional communities providing tourism services can be a concern, as can proportion of women participating in tourism decision-making and the relative rewards/pay structure for men/women working in community-based tourism venture.

Source(s) of data: May be difficult to obtain except via direct survey.

Means to use these indicators: Show relative percentages to demonstrate level of involvement and influence of women.

Benchmarking: Compare genders over time.

Indicators of access to land and credit:

- % women/men with rights to land in tourism development areas;
- % women/men holding rights to tourism leases;
- % bank loans issues to women/men for tourism ventures;
- % women/men defaulting on bank loans;
- % donor grants issued to women/men for tourism ventures.

Reason for use of these indicators: There may be a difference between who has access and control of land in areas desirable for tourism development. In many communities there are barriers to credit for tourism development for both men and women.

Source(s) of data: May be available from credit institutions.

Means to use these indicators: Data will highlight changes in the relative position of males and females over time.

Benchmarking: Compare over time with the same destination.

Note: As well as those indicators suggest above, acknowledging the need for gender equity in tourism monitoring can be as simple as making indicator data collection gender sensitive, disaggregating male and female responses. For example when monitoring local satisfaction from tourism, note responses from male and female participants. This can help alert the monitoring team to gender equity issues they had not recognized.
3.6.3 Employment

*Training, Quality, Skills, Turnover, Seasonality, Pay Levels*

A tourist destination can have many of the ingredients for success: interesting attractions, good weather, five-star accommodations, and superb amenities. However, if there are no qualified employees to provide the services and to operate the facilities, tourism at the destination will not be sustainable. There are many issues that contribute to the quality of employment in tourism, which in turn affect the economic sustainability of tourism. The key components of the employment issue and corresponding indicators are the following:
Components of the issue | Indicators
---|---
Number and quality of employment in the tourism sector (turnover, seasonality, pay levels) | • Total number employed in the tourism sector, by industry (e.g. traveller accommodation, restaurants, air transportation etc.) occupation and level;
• Retention levels of employees;
• Percentage of jobs that are full time, full year;
• Local unemployment rate in off-season;
• Income analysis.

Professional and personal development | • Number (%) of employees qualified/certified;
• Training funds spent per employee, frequency of training programmes and level of participation;
• Possibility of on-the-job training.

Contentment from work including, type of work, environment, safety, development, etc. | • Employee satisfaction;
• Promotion;
• Income levels (absolute and compared to other sectors);
• Ability to influence change/improvements in business processes;
• Number of workplace accidents (and cost of compensation);

Lack of skilled labour | • Measures of errors, or resulting waste (with value calculated where possible);
• Tourist dissatisfaction (See > Tourist Satisfaction p. 86);
• Complaints (by employers, by tourists);
• % labour imported (from outside region, from other countries).

Indicators of employment numbers and quality of employment in tourism (turnover, seasonality, pay levels):

- Total number employed in the tourism sector by industries (e.g. traveller accommodation, restaurants, air transportation etc.), occupation and location (See > Community and destination economic benefits p. 128);
- Number (and % ) of employees qualified/certified;
- Total number employed in the tourism sector;
- Retention levels of employees;
- Percentage of jobs which are full time, full year;
- Local unemployment rate in off-season;
(See also > Seasonality (p. 111)
- Income analysis.

Reason for use of these indicators: To determine whether tourism sector employees are earning an adequate income in comparison to other sectors; and to assess whether tourism sector employees are earning an adequate income in relation to the cost of living and maintenance of an adequate quality of life. To measure sector changes relative to other industries and to other competitive destinations re factors affecting the quality of employment.

Source(s) of data: Salary surveys; Cost of living surveys (Note: most jurisdictions do salary surveys, although many do not disaggregate data so the tourism industry is not easy to identify, but many do isolate service sectors, or specific parts such as hotels or food services.) The authorities who
collect basic employment statistics will often be able to disaggregate subsets, such as length of employment, seasonality, and pay level or job type. If these are not available, surveys may be required, of tourism companies and establishments.

**Means to use the indicators**: In some countries the labour market is very competitive, and the tourism sector may be at a disadvantage relative to other competitors for trained staff. In others, tourism may be seen as a good sector, relative to more traditional employment in e.g. resource industries. The income made, in comparison with other sectors, is very important. Moreover, the ability to make an income that allows the employee to live within the local cost of living is vital. It is useful to differentiate seasonal or part time employment from full-time jobs in this analysis, particularly in very seasonal destinations.

*Benchmarking*: Benchmarks will likely be national or regional, reflecting the nature of the job market. Any analysis should take into consideration the raise of inflation and increased cost of living per year in the destination, and the relative rates of other sectors.

**Indicators of professional and personal development:**

- **Number (%) of employees qualified/certified**;
- **Training funds spent per employee, frequency of training programmes**;
- **Possibility of on-the-job training**.

*Reason for use of these indicators*: A key measure of the economic importance of the sector, its contribution to destination and national economies, and direct measure of the opportunities and employment levels/types in the tourism sector.

*Source(s) of data*: Where possible, national or local authorities, industry databank of qualified (certified, licensed, trained) individuals, or union/industry associations. If unavailable, a sample of employees in the industry may have to be surveyed.

*Means to use these indicators*: Tracking the number of employees trained and qualified can be used as a numeric illustration of the professional and personal development in which employees have been involved and the general level of training of the workforce.

*Benchmarking*: Benchmarks can be obtained from national industry statistics where collected. Targets can be set for the adequate number of employees qualified in occupations for which there is an official qualification or certification program. For example, the goal may be that 80% of employees in an organization be qualified officially via courses or on-the-job training, or that 70% of all guides or hotel clerks receive appropriate qualifications by 2005.

**Indicators of employee contentment or satisfaction regarding work including type of work, environment, safety, development, etc.:**

- **Employee satisfaction**;
- **Promotion (rates, % per annum)**;
- **Income levels (absolute and compared to other sectors)**;
- **Ability to influence change/improvements in business processes (use employee survey)**;
- **Number of workplace accidents (and cost of compensation)**.

*Reason for use of these indicators*: In order to understand the quality of tourism employment it is important to consider the opinions of the employees working in the sector as well as to assess their opportunities and risks.

*Source(s) of data*: Employee surveys, employer records.

*Means to use the indicators*: Speaking directly to the employees is a key method of understanding what they believe to be the quality of tourism employment. There are various methods for
structured surveys and questionnaires that can be used, especially in larger companies and establishments. Implementation of changes to business processes suggested by employees can have a positive effect on profit. It also relates to the ability to recruit and retain good employees.

**Benchmarking:** Employee surveys can be conducted at regular intervals (e.g., one time per year). Cumulative results can be compared to chart improvements and declines. Benchmarks in each category can be set in order to identify standards for employee satisfaction and comparison with other enterprises, sectors, or destinations.

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**Box 3.15 Assessing tourism employment in Canada**

In 1998, tourism accounted for 2.3% of overall Gross Domestic Product for Canada, generating $22 billion in taxes for all three levels of government.

Similar to many other economically prosperous nations, Canada is facing an overall labour shortage as the retirement of the baby boomer generation is met with a smaller population to follow in their footsteps. Attracting labour is an issue for most Canadian sectors, including tourism. In 2001, the tourism-related industries in Canada employed 1.6 million people with 563,500 people employed as a direct result of tourism spending. Total tourism sector employment growth outpaced the employment growth rate for all industries.

As competition increases for labour and tourism continues to grow in Canada, supplying the tourism sector with adequate labour (and in particular skilled labour) will become more and more challenging. Tourism already faces many challenges attracting labour to the sector, including: low wages, seasonal work, perception in society, sporadic hours, and limited career advancement opportunities. In order to ensure sustainable tourism in Canada, the quality of employment offered in the tourism sector must be improved.

Indicators are maintained to measure the above attributes/challenges and to support analyses of tourism labour force trends relative to other sectors. The results of the analysis of tourism labour force data feed policy decisions related to human resource training nationally. The existence of regular indicators gives the tourism sector the ability to influence programs of governments in the field of tourism human resources at many scales. Indicators regarding labour force, training, etc. are provided regularly to government ministries and are a visible part of the policy and program management process.


Source: Canadian Tourism Human Resources Council

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**Other indicators of interest to level of contentment from tourism sector employment:**

- **Retention levels of employees** (% turnover per year);
- **Training funds spent per employee**;
- **Number of workplace accidents** (and where applicable, cost of insurance claims or compensation).

These indicators are important to illustrate the quality of tourism employment because they demonstrate the type of work environment. If there is a large turnover rate, then employees may not be content in their jobs or they are able to find more appealing employment in other sectors. If the employees are not content then the quality of employment may be poor. Moreover, if employers are not investing in their employee-base to continue to develop their skills, not only will employees
become dissatisfied but the quality of the skills will deteriorate. If there are a number of accidents in the workplace, demonstrating an unsafe work environment, then it could be surmised that the quality of employment is sub-par.

Note: See the section on Seasonality (p. 111) for an indicator on % of seasonal jobs and also on unemployment off season. See also Community and Destination Economic Benefits (p. 128).