

# TourismConcern

research report

## The impacts of all-inclusive hotels on working conditions and labour rights in Barbados, Kenya & Tenerife



**TourismConcern**  
Action for Ethical Tourism

# Introduction

## Contents

Introduction	2
Background	3
Data collection	4
Research findings:	6
Job satisfaction	6
Job security & recruitment	7
Staff development	8
Work hours	10
Wages, tips and service charges	11
Benefits	12
Health & safety	13
Stress, violence & discrimination	14
Gender issues	15
Social dialogue & trade unions	16
Conclusions & implications	18
Country profiles	20

## Acknowledgements

Gillian Chowns  
George Harold Cocker  
David Browne  
Steve Ingle  
Mike McHugo (Discover Ltd)  
Margaret Pollard  
Rosemary Ross  
Karen Simmonds  
Richard Trillo  
Ann Barker  
Elizabeth Williams  
Castlefield Gaeia Limited (CGL)

**Gaeia**  
Ethical and ethical investment solutions



**TourismConcern**  
Action for Ethical Tourism

*In 2013, Tourism Concern supported by the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF) undertook the research detailed in this report in order to seek to understand more fully how the all-inclusive model of tourism impacts upon the rights of hotel workers.*

*The primary aim was to generate new evidence and understanding about how the all-inclusive holiday model impacts upon pay, working conditions and labour rights of hotel employees in the selected destinations, including comparison with those in other types of hotel. Further research is needed to fully investigate how these working conditions influence the wider social and economic status and living conditions of employees and their families. It is hoped that the evidence gathered will inform a public debate about improving and protecting the rights of hotel employees, and help in promoting socially equitable, inclusive and sustainable tourism including influencing government and industry policy formation.*

## The research reveals three overarching findings:

**1** Staff in all types of hotel are faced with low wages and a range of unfavourable working conditions, from working hours which disrupt home life through to stress and exposure to risk.

**2** Workers in all-inclusive hotels face even less favourable working conditions. Amongst our respondents a greater number were on short term contracts which offer fewer benefits and less job security. Prolonged contact with guests is more likely in all-inclusives, which can be stressful. All-inclusive hotel staff receive significantly less in tips meaning that their overall wages were lower, and concerns about unpaid overtime were greater.

**3** There is some evidence of progress since Tourism Concern's published research in 2004: 'Labour standards, social responsibility and tourism'. This has come about in part as a consequence of union representation and effective collective bargaining, including in a context of broader social dialogue and the enforcement of appropriate legislation. Barbados in particular demonstrated a model of engagement that appears to have had some favourable results and is respected by many of the staff who we interviewed.

## AN INTRODUCTION FROM IUF

The findings of this research reveal that the tourist sector in the countries studied is characterised by precarious work, low wages, long working hours and unequal opportunity. While these problems exist in a range of hotels, and are the result of inadequate labour law, minimal or no labour inspection, extensive subcontracting and low levels of union density, the impacts are greatest in all inclusive hotels.

Major tour operators enter into competitive contracting with hotel chains which puts downward pressure on costs, including labour costs.

Local economies which rely on tourism are often disadvantaged by the all-inclusive model as most of the tourist expenditure is paid to the operator who retains profits in the host country and often little is spent in the host country outside of the hotel complex and chain of operators contracted by the tour operator.

The effects on local economies of the all-inclusive model were outside the scope of this report and would benefit from in-depth economic research.

The evidence points to serious social and rights deficits for hotel workers which are noticeably worse in establishments contracted to the all-inclusive model. Concerted efforts should be made by all involved in the sector to facilitate workers' access to rights and to promote collective bargaining to lift incomes.

In the meantime the IUF has launched a global organizing initiative with a range of actions on behalf of housekeepers/chambermaids to fight for better hours, safer workplaces and gender equality. There is more information on the housekeeping campaign at [www.iuf.org/show.php?lang=en&tid=221](http://www.iuf.org/show.php?lang=en&tid=221)

# Background

Tourism is one of the fastest-growing industries in many countries around the world. It is very labour-intensive and is therefore a significant source of employment – particularly for those with limited access to the labour market such as women, younger people, migrant workers and those from more rural areas.

According to the UNWTO, international tourist arrivals worldwide increased by an annual average of over 4 per cent between 1995 and 2010. Where there were an estimated 25 million international tourist arrivals in 1950, the number had grown to 275 million by 1980, 675 million in 2000 and to over 1,000 million by 2012. Growth is expected to continue to accelerate during the next decade, meaning that employment opportunities will also continue to grow.

However, the nature of hotels and restaurants means irregular working hours, split shifts, weekend and night shifts, and difficult and stressful working conditions. Employees in tourism, particularly the least advantaged, experience poor or even illegal working conditions, including low wages, unequal opportunities (for training and for participation

in decision-making) and greater vulnerability to abuse and exploitation. The high numbers in casual, temporary, seasonal and part-time employment face insecurity, comparatively low pay, job instability, and restricted opportunities for promotion. Women are often forced to accept unequal pay together with insufficient maternity protection, social security and family leave. At the same time, tourism is often seasonal, causing fluctuations in tourist numbers and hence in employment, and may be adversely affected by crises, including political upheaval, economic downturns and natural disasters.

## All-inclusive hotels

All inclusive holidays began over fifty years ago with Club Med in Corfu. Today all-inclusive holidays attract millions of holidaymakers to custom-built tourist resorts around the world, where they pay in advance for everything they need. More and more hotels and tour operators are embracing the all-inclusive model and, according to market research company Mintel, the sector has grown by over 25% over the past five years, with mid and long-haul travel driving the market. The guarantee of a fixed budget is

understandable – tourists know they are guaranteed a manageable price, operators have more control over the end product, and hotels can increase their efficiency and predictability of demand. However, as previous research by Tourism Concern has clearly demonstrated, the implications for other local businesses, the destination economy, and the tourist experience raise serious questions about the sustainability and ethics of this model of tourism. Tourism Concern have long argued that local people see limited economic benefit. All-inclusives are self-sufficient resorts complete with bars, restaurants and entertainment and hence their guests have little incentive to go anywhere else in the country, hire local guides, eat in local restaurants or pay entry fees to local attractions. All-inclusive resorts undoubtedly create significant numbers of new jobs, but serious questions remain about whether, with margins pushed down throughout the supply chain and hotels hence being paid very little for each room, there is enough left to provide decent work to their staff.

Tourism Concern's 2004 report *Labour standards, social responsibility and tourism*, presented the findings of research which had examined labour conditions in mainstream hotels in five different popular destinations. It exposed failures to recognise workers' rights to join a trade union; lack of training; workers being pressurised into unpaid overtime; and workers not earning a living wage.

## Decent work

The promotion of decent work is the central objective of the International Labour Organisation (ILO), which describes decent work as 'opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and human dignity'.

Work is central to people's lives in terms of time, social integration



# Data collection

and personal self-esteem; and paid work is of course the main source of income for the vast majority. It is clear: decent work is a fundamental dimension of the quality of life.

## Labour rights perspectives

The concept of decent work is reflected in the social, economic and political agendas of countries around the world, and a wide range of labour laws and regulations have been developed, some of which specifically cover workers in the hospitality industry.

The ILO has developed a system of international labour standards aimed at ‘promoting opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and dignity’. They have established eight conventions that describe fundamental principles and rights at work: freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation.

The right for an individual to join or form trade unions of their own choosing and to bargain collectively is critical to the pursuit of decent work. Consultation and exchange of information between governments, employers and workers on issues of common interest is pivotal in promoting consensus building and democratic involvement, but ongoing negotiation is essential.

*‘The rules of the global economy should be aimed at improving the rights, livelihoods, security, and opportunities of people, families and communities around the world.’*  
WORLD COMMISSION ON THE SOCIAL DIMENSION OF GLOBALIZATION, 2004

## Geographic scope

The research focused on the following three tourism destinations:

1. Barbados, Caribbean
2. Mombasa, Kenya
3. Tenerife, Canary Islands

These destinations were chosen based on the existence and/or growing prevalence of AI hotels; the presence of IUF offices and/or local union affiliates; popularity with UK tourists and tour operators; established Tourism Concern contacts; and the existence of existing research or data into tourism and labour conditions.

## Methodology

The methodology combined quantitative and qualitative components. A literature review and preliminary desk research informed the drafting of employee questionnaires which were tested and

further developed with local partners. IUF offices and union affiliates used these to collect data from a representative sample of all-inclusive and other types of hotel (see table opposite). A total of 269 respondents filled in questionnaires, each of 60 largely closed questions, but also with comment boxes where appropriate. The data was collated, analysed and responses were cross-correlated. Interviews and focus group discussions with key stakeholders and experts were used to collect more qualitative information by which to triangulate findings from the questionnaires.

## Criteria

Areas for investigation were based on Tourism Concern’s *Code of Practice for Working Conditions in the Tourism Industry* and the ILO’s dimensions for the measurement of ‘decent work’.

		AGE GROUP							
		21-30		31-40		41-50		51+	
		M	F	M	F	M	F	M	F
BARBADOS	AI	6	11	5	7	3	6	3	7
	OTHER	4	3	1	3	4	8	4	5
KENYA	AI	3	6	9	6	0	0	3	0
	OTHER	4	1	16	6	5	6	4	1
TENERIFE	AI	8	9	6	3	3	14	9	1
	OTHER	2	7	14	6	10	3	2	1

CHART 1: Analysis of respondents by gender and age (AI = All-Inclusive hotels)



They included:

*Job satisfaction*

*Job security*

*Recruitment issues and contracts*

*Training*

*Working hours*

*Wages, service charges and tips*

*Benefits and allowances*

*Health and safety issues*

*Treatment at work: support,*

*discrimination, bullying etc.*

*Gender issues*

*Representation and union membership*

### Limitations

Whilst the quantitative data yielded by the research is useful, the scope of the research is relatively limited and detailed numerical analysis can only go so far in clarifying the reality for all-inclusive hotel workers in general.

There is a wide range of variables: specific job descriptions, types of contract, types of hotel, and so on, all of which may influence how individual employees feel about their work and hence need consideration when evaluating their responses to questions. Individuals may also have interpreted the questions differently to each other, or may have influenced each other's interpretations.

The fact that union representatives in each country were overseeing collection of the questionnaire data also raised concerns that findings could be skewed. Collecting further information and verifying findings via interviews and focus groups sought to mitigate this. As it transpired a significant number of respondents were not union members anyway, and others clearly felt free to be critical of the unions in their answers.

Differences between the approaches of particular hotels or hotel groups, individual managers, or between locations were sometimes more significant than the difference between all-inclusive and non all-inclusive hotels.

## HOTELS AND NUMBER OF RESPONDENTS TO OUR SURVEY

	No of respondents	star rating	no of rooms
<b>TENERIFE (105)</b>			
NON ALL-INCLUSIVE (49)			
Iberostar Grand Hotel el Mirador	9	5	42
Casa Bellas	10	-	-
Iberostar Antheia Playa de Fanabe	10	5	365
Iberostar Bouganville Playa	10	4	481
Gran Hotel Bahia del Duque Resort	10	5	356
ALL-INCLUSIVE (56)			
Gran Hotel Turquesa Playa	16	4	350
Iberostar Torviscas Playa	10	4	470
Luabay	10	4	303
Iberostar Las Dalias	10	4	404
Las Aguilas Hotel	10	4	219
<b>KENYA (78)</b>			
NON ALL-INCLUSIVE (48)			
Afrochic Diani, Mombassa	14		10
Diani Sea Lodge, Mombassa	6	3.5	164
Severin Sea Lodge, Mombassa	5	4	188
Hotel Central Park Nairobi	5	0	85
Sarova Stanley, Nairobi	8	5	217
Mid-Africa Hotel, Kitale	6	0	-
Kitale Club, Kitale	4	0	-
ALL-INCLUSIVE (30)			
Baobab Beach Resort, Mombassa	6	4	321
Sarova Whitesands Beach Resort, Mombassa	10	3.5	338
Travellers Beach Hotel, Mombassa	6	3.5	288
Mpata Safari Club, Masai Mara	4	-	23
&Beyond Kichwa Tembo Camp, Masai Mara	2	-	-
Sanctuary Olana, Masai Mara	2	-	-
<b>BARBADOS (86)</b>			
NON ALL-INCLUSIVE (34)			
Southern Palms Resort	9	3	92
The Sandpiper	8	5	48
Croton Inn	1	0	6
Accra Beach	1	4	224
Colony Club	5	4	96
Hilton Barbados Resort	10	4	350
Fairmount Royal Pavilion	10	4.5	72
ALL-INCLUSIVE (52)			
Mango Bay, Barbados	5	4	76
Couples Barbados (Sandals)	12	4	280
The Club	9	4	161
Crystal Cove	7	4	88
Turtle Beach	5	4	161
Island Inn	4	3	24

# Research findings

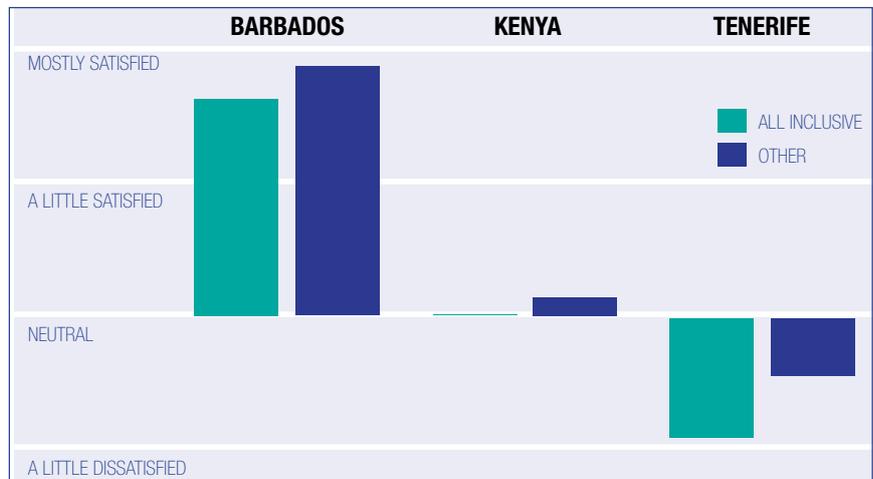
## Job satisfaction

**Workers in all-inclusive hotels in our survey were the least satisfied, with work/life balance being the most frequently cited reason, particularly for female employees. Individual responses indicated that the presence of greater numbers of guests throughout the day added to workload and stress for both managers and staff.**

Fundamental to the concept of decent work and overarching more easily quantified dimensions such as wages and working hours, is the idea that individual workers should be afforded a measure of job satisfaction.

The surveys used for this research asked a number of questions about job satisfaction, the desire to change jobs and the most important reasons for considering such a change. In analysing the findings we cross-correlated the data against country, type of hotel, and individual hotels. There was insufficient data to make meaningful comparison with types of job, although anecdotal evidence suggested that more skilled jobs offered greater levels of satisfaction.

Levels of satisfaction are shown in Chart 2. In Barbados respondents showed the highest levels of job satisfaction overall, and fewer responded that they would like to change job than in the other countries. There were somewhat more dissatisfied workers in the all-inclusive hotels which interviews and focus groups suggest could be related to greater workload due to many guests remaining in the hotel all day. The fact that one or two individual hotels showed particularly high levels of satisfaction whilst employees in others complained about how management treat staff, demonstrates the importance



**CHART 2: Averaged levels of satisfaction by country and type of hotel**

		HIGHER PAY	WORKING CONDITIONS	CAREER PROSPECTS	WORK/FAMILY BALANCE
BARBADOS	AI	4	5	3.5	3
	OTHER	5	4	4	2
KENYA	AI	5	4	4.5	3
	OTHER	4	5	4	3
TENERIFE	AI	5	5	3	4
	OTHER	4.5	4	3	3

**CHART 3: Reasons to seek a new job** (5 = most important; 1 = least important.)

of individual management style.

In Kenya workers were, on average, neutral with regard to job satisfaction and there was no significant difference with all-inclusive hotel employees. Where expressed, concern centred on salary levels, working hours and job insecurity. Some individuals complained about the lack of tips in all-inclusive hotels.

In Tenerife, levels of satisfaction were significantly lower than in the other two countries, particularly in certain hotels. Relations with management were a source of complaint for over a third (36%) of those who were less than satisfied with their job. All-inclusive hotel workers were the least satisfied, with work/life balance being the most frequently cited reason, particularly for female employees. Salary, working

conditions and management relations were also frequently cited.

### EMOTIONAL LABOUR

While many enjoy interacting with guests, several respondents referred to finding this somewhat stressful, especially over long periods. This may be due to what is sometimes referred to as 'emotional labour', whereby employees are expected to perform their duties whilst also displaying positive emotions, even in difficult circumstances. Emotional labour is a major contributor to stress and is exacerbated when the difference between the emotion felt and the emotion shown is increased. Focus group discussions revealed this to be common amongst employees in all-inclusive hotels in all three countries, particularly in roles with the most prolonged interaction with guests.

## WHY CHANGE JOB

We also asked respondents to give the most important reasons why they might seek a different job. Results are shown in Chart 3.

## ACCOMMODATION

The majority of respondents live in rented or owned accommodation (Barbados: 96%; Kenya: 83%; Tenerife: 76%), usually with their families. However, of those who live in hotel accommodation more than half expressed dissatisfaction with the conditions. There is no evidence that this is more or less prevalent in all-inclusive hotels.

## Migrant workers

ILO research suggests that migrant workers may be more vulnerable in terms of health and safety and that they tend to remain in lower-skilled and lower-paid positions, particularly women. Migrant workers do not always benefit from supportive trade union representation.

In our survey, 93% of respondents in Kenya, and 98% of those in Barbados were employed from the local population. In Tenerife, however, 13% were migrant workers, almost all from other Spanish speaking countries particularly in South America. Interviews suggested that this may be because migrant workers see tourism as a stepping stone to other employment in Europe and the opportunity to send money to family at home. Migrant workers were employed by nine of the ten hotels surveyed. There was no evidence that all-inclusives employ more migrant workers than other types of hotel.

Whilst a higher proportion of migrant workers in our survey live in hotel-owned accommodation, many of the employees who travel furthest to get to work are also migrant workers; some travelling as much as 30 km in each direction daily.

## Job security & recruitment

**The seasonal nature of tourism means that jobs in the industry are not secure. This is particularly exacerbated by short term contracts by which hotels create a flexible workforce. Our data suggest that such contracts may be somewhat more prevalent in all-inclusive hotels. However, in Barbados, where arrangements exist for negotiating minimum hours when hotels are experiencing low occupancy, it was also suggested that all-inclusives depend on higher occupancy rates in the low season, and hence keep more staff employed.**

It is clear that employees want to feel that their jobs are secure with a steady income to support them and their families. Concerns about job security may be real or perceived, however the impact is often the same. Unanswered or ignored, this can have a negative impact on employees' health, engagement, and performance at work.

Given the seasonal nature of tourism and its vulnerability to political or economic crisis, many employees are aware that their jobs may be at risk. This is exacerbated by hotels increasingly using casual or part time workers for long-term staffing solutions. Whilst the benefit to the hotel is often cited as greater efficiency, it also means hotels avoid having to pay benefits and create a



## Research findings

flexible workforce that can be laid off when occupancy is low. Workers on temporary contracts, or without a contract at all, are vulnerable to exploitation and unfair dismissal.

We asked respondents how likely they thought it was that they would still be employed in the same job in a year, and whether any uncertainty worried them. We also asked about their expectations regarding promotion.

Overall the questionnaire findings were mixed, with more than 50% of respondents either not answering the question or responding ‘don’t know’. However, focus groups made it clear that job security is a significant issue for many. Understandably those on temporary and short term (seasonal) contracts felt less secure than full time employees.

Qualitative data suggests that even full time workers feel insecure, as they are aware that variations in occupancy levels can lead to redundancy, and that the industry is vulnerable to world economic trends and can be affected by specific events such as the violent clashes in Kenya following elections in 2007/8.

In Barbados anecdotal evidence suggests that workers in All-inclusive hotels are actually less vulnerable; that they are more likely to stay in employment because the AI business model seeks greater occupancy than non all-inclusives in the low season.

Less than 5% of all respondents overall felt it likely that they would be promoted in the next year, although in Tenerife the figure was higher.

### CONTRACTS

The data collected regarding types of contract is shown in Chart 4 below. In our sample, a higher proportion of workers in all-inclusive hotels are on short term contracts.

### RECRUITMENT

Unfair recruitment procedures can lead to charging fees to job seekers, retaining identity documents to keep workers in exploitative jobs, and manipulating and further indebting workers through threats and non-payment. This is particularly prevalent for migrant workers.

Although respondents were asked about how they found their job and whether, and by whom, they were interviewed, the results were inconclusive and certainly there were no perceivable differences in AIs. Nonetheless, it is clear that female employees in Kenya, and to some extent in Tenerife, felt that they do not get equal employment opportunities with their male counterparts.

## Staff development

**In all the countries surveyed, employees on short term contracts – of whom there are more in all-inclusive hotels – receive very little formal training. Permanent employees in all types of hotel are frequently offered a variety of training, but the quality and extent is extremely variable. Many in Kenya attend Utalii College – including on refresher courses – while in Barbados and Tenerife training is more frequently internal, by managers or colleagues.**

Decent work is about improving the quality of people’s lives. This includes improving their capacity to realise aspirations. Expanding the capabilities of staff not only increases this capacity, but also provides hotels with a more effective workforce. Training also improves the prospects for finding new employment following a job loss.

According to the IUF Tourism Policy specific courses should be offered to employees based on their needs and expectations (including training of seasonal workers during the off season, special courses on safety and health issues, etc.). Our research suggests that this is by no means always the case, particularly in all-inclusive hotels. As the ILO suggest, there is an ongoing problem with widespread low-skill levels and high turnover rates across the sector.

Our research investigated what kind of training employees received and how it was provided, including what was covered by the training, who conducted it, how long training went on for and who paid for it.

While the answers vary from country to country and hotel to

		LENGTH OF CONTRACT	
		LESS THAN ONE YEAR	MORE THAN ONE YEAR
BARBADOS	AI	14 (27%)	38
	OTHER	3 (9%)	30
KENYA	AI	11 (38%)	18
	OTHER	17 (35%)	31
TENERIFE	AI	12 (21%)	44
	OTHER	14 (29%)	34

**CHART 4: Types of contract by country and type of hotel** (AI = All-Inclusive hotels)

hotel, it is clear that there is a general reluctance for hotels to invest in training, particularly of lower level staff. There is also a correlation between those who receive longer term and externally-provided training and those who feel more satisfied with their job, including regarding their prospects of promotion as good.

Very little training is provided for those on short or part time contracts and our data suggests that there are more such contracts in all-inclusive hotels.

In interviews, however, some management staff complained of a propensity for staff to leave after relatively short periods, and that it was prohibitively expensive to train such staff, particularly if that training had enhanced the employee's prospects of obtaining a job elsewhere.

Although there is variation between individual hotels, most respondees in Kenya had received specific job-related training, and had often also attended a refresher course. Many go to Kenya Utalii College, a government-owned hospitality and tourism training institution established in 1975 which also co-ordinates with the Kenya Association of Hotel Keepers and Caterers. Whilst a lot of these will have attended prior to gaining employment, 43% indicated that they had attended refresher courses whilst at the hotel. A small number had paid for themselves. Only 24% mention specific training in health and safety, although this might be due to the formulation of the survey questions; interviews suggest the figure should be higher. A small number of respondents (less than 5%) mentioned training on employment rights, mostly those active within the union.

In Tenerife less than 40% of respondees had received training from an external trainer and of those



the majority are in more senior roles such as supervisors and cashiers. It was notable that workers on temporary contracts only received 'on the job' training from managers and colleagues.

In Barbados most training is by managers and colleagues, although the trade union also provides some staff with rights training. Some 28% of those reporting that they had received training also paid for

it themselves, usually for 1 or 2 day vocational courses.

Training and development is one area where the size of the international hotel chains helps. Their ready access to IT and other media infrastructure and their well defined Human Resource frameworks are claimed to offer greater opportunities for employees to develop their capabilities, especially through training and job mobility programmes.

ILO-IHRA STATEMENT  
ON TOURISM AND  
EMPLOYMENT, JANUARY 2010

*'Human resource development in tourism should be given priority attention by tourism leaders, within the framework of sectoral social dialogue at all levels and supported by governments and educational institutions. People entering the tourism labour market should be given the opportunity to develop a rewarding career, to advance their professionalism and, altogether, the security of a decent work. Improved labour market information can play a crucial role in all these developments.'*

*'The importance of training employees can't be over-estimated. Every job ultimately aims for guest satisfaction. Training can be expensive, but the benefits to our hotel outweigh the costs involved'*

AI HOTEL MANAGER, BARBADOS

## Research findings

### Working hours

**Excessive or atypical working hours were a common cause for concern amongst respondents from all types of hotel in our survey. There were also a number of complaints about unpaid overtime, particularly in all-inclusive hotels, of split shifts with insufficient breaks in between and of reduced hours when occupancy is low.**

Fair working hours are a key component of decent work. The ILO says that excessive and/or atypical hours can be detrimental to physical and mental health and impede the balance between work and family life.

In our research, working hours were one of the most commonly cited causes for concern amongst respondents in all three countries. Several issues emerged, key amongst them being long hours, working in the evenings and at night, and split shifts. In some cases there was a correlation between excessive hours and inadequate pay, often because overtime was unpaid. Women were particularly badly affected, perhaps because of the nature of the jobs they are employed in, but also because they

tend to be more adversely affected by the imbalance between work and family life.

Conversely, one or two workers also complained that their hours were insufficient.

In Tourism Concern's 2004 research, numerous complaints from hotel workers suggested that it is commonplace for workers to be expected to do overtime without getting paid. The daily impact of this on workers is less time to spend with family members and physical and mental exhaustion. Not being paid properly causes both dissatisfaction and a feeling of not being valued. Our research suggests that this is still a serious problem.

In Kenya a few respondents had insufficient time between shifts to return home; in some cases as little as one hour between two eight hour shifts. The average rating of how much working hours affected family life for those working shifts was 4.5 (with 5 being the highest rating), where non-shift workers averaged 2.2, demonstrating how significantly shifts impact upon workers lives. In our sample, almost 80% of respondents from all-inclusive hotels were shift workers, whilst in other

*'Most of the time you work until you feel as if you are going to collapse'*

F&B SUPERVISOR, AI KENYA

types of hotel it was nearly 10% fewer. Many respondents from all types of hotel complained of working more hours than agreed and without being paid extra.

In Tenerife most workers are paid for working extra hours. However, some contracts are unclear about the numbers of hours to be worked, and there were complaints of hours being reduced due to low occupancy.

Similarly in Barbados there were several reports of hours being reduced due to low occupancy, but interviews indicate that there are formalised procedures for negotiating minimum hours. There were more incidences of overtime not being paid reported by workers in AI hotels than in other hotels.

We asked respondents in all countries whether they would prefer more income for more hours or less income for less hours. A significant number would choose the latter which, given their already relatively low wages, suggests that working hours are regarded as disagreeable.

*'Now that the minimum number of hours we will get during downturns in occupancy has been increased, I am much happier with arrangements'*

KITCHEN WORKER, BARBADOS





## Wages, tips & service charges

**Remuneration for hotel workers is made up of wages, service charges and tips. Staff in all-inclusive hotels in all three countries receive significantly less in tips and, in our sample, workers in all-inclusives in Kenya also earned a little less. Wages in all hotels are relatively low although they have improved relative to other sectors since Tourism Concern's research in 2004.**

The hospitality sector often emphasises the imperative of keeping costs down in order to sell holidays at the cheapest possible price; not least all-inclusive holidays. Tourism Concern's previous research suggests that the industry – particularly the hotel sector – hence relies heavily on low wages.

As many respondents chose not to say how much they were paid, and given that wages vary according to specific roles and between hotels, it is only possible to draw generalised conclusions. However, our data suggests that wages are often still low and problems with the way tips and

service charges are managed persist. Nonetheless, they have improved relative to other industries since our research in 2004, perhaps as a result of better union organisation.

Wages in Kenya were mostly given in the range of 12,000 to 16,000 Kenyan shillings per month, although one employee was paid as little as 9,000 and some senior positions commanded pay over 25,000. In addition most workers receive a housing allowance of about 4 or 5000 Kenyan shillings a month. From the data collected by our research the average total wage before tips and/or service charge was 18,666 in all-inclusive hotels and 21,300 in non-all-inclusives. This compares to an average minimum wage of 13,674.

However, it would be misleading to imply that hotel wages are therefore always adequate. Living wages – the amount workers and their families need in order to be able to afford a basic, but decent, life style – are often estimated to be well over 20,000 shillings per month in Kenya. This is more than some workers earn in total, particularly in all-inclusives. The median wage in Kenya is over five times this amount (100,000 shillings).

THE STAR, KENYA  
TUESDAY, JANUARY 25, 2011

*“Tourism minister Najib Balala is investigating several hotels over alleged failure to pay employees part of the service charge collected from clients. The minister says he has received numerous complaints from the public particularly employees who said they were not getting their dues. “There’s been a lot of hue and cry on this issue. I am closely monitoring a number of hotels who have not been remitting the service fees,” Balala told the Star after officiating at a tourism stakeholders’ meeting in Nairobi. ...The minister further lamented that Kenyans hoteliers “were notorious for mistreating their employees” and that his ministry had severally raised the issue with labor officials. “We are also going to start inspecting hotels to ascertain the level of training of their staff. We want to come up with a new policy on service standards. We have a lot of well-trained Kenyans who cannot get jobs merely because some hotel operators want to employ cheap, untrained labor,” Balala warned.*

Anecdotal evidence suggests that many of the hotels concerned were all-inclusive hotels, and also that little effective action has been taken.

Nonetheless, more people responded that wages were better than those in comparable jobs than responded that they were worse.

Service charges are applied in Kenya. However, the sharing of service charges is not always transparent and some respondents complained they did not receive a share at all.

Tips can help Kenyan hotel workers reach a living wage. At the all-inclusive hotels though, levels of tipping were considerably lower than elsewhere.

## Research findings

Over dependency on service charges and tips, is a major concern for hotel workers from all three countries. When tourism is good then tips and service charges are likely to be good, but when tourism is bad the worker is forced to live on their basic salary.

Of the few respondents who gave their wages in Tenerife, the average was 1723 euros per month, significantly more than the minimum monthly wage in Spain of 752.85 euros and a median wage of around 1000 euros. There appeared to be similar wages in all-inclusive hotels.

However, there is no service charge or housing allowance in Tenerife, and staff at all-inclusive hotels reported that they received virtually no tips. Overall they were hence less satisfied with their pay than those in other hotels. Although one or two jobs commanded no tips at Tenerife's non-all inclusive hotels, most earned between 50 and 200 euros extra from them.

Wages quoted by respondents from Barbados varied from 1500 to over 2000 Barbados dollars per month, approximately twice the minimum wage of BDS800 although less than the median wage of BDS5000. Most respondents felt levels of pay were roughly equivalent with comparable jobs.

As in the other countries, tips in all inclusive hotels in Barbados are low. Whilst tips in other types of hotel vary, they can be over BDS100 a week, particularly in higher starred hotels.

In Barbados there is a 10% service charge which is shared by employees according to a points system agreed between the Barbados Workers Union and employers.

Workers in Barbados were the most satisfied with their overall remuneration.



## Benefits and leave

**Whilst permanent staff in all types of hotel are generally able to access a range of benefits, workers on short term contracts rarely can and are left vulnerable as a result. More workers in the all-inclusive hotels surveyed have short term contracts.**

Benefits and statutory leave help to ensure that staff enjoy working conditions which allow adequate free time and rest, take into account family life, provide for adequate compensation in case of lost or reduced income and permit access to adequate healthcare.

In all the countries in our survey employees on full time permanent contracts are entitled to a range of benefits and statutory leave. Only in a few cases did respondents to our

survey report significant difficulty in claiming them. However, most employees on short term and temporary contracts do not have access to the same benefits and leave entitlement which adds to the insecurity of such positions.

As previously reported, there are more short term and temporary contracts in the all-inclusive hotels overall (see chart 4 on page 8). In Barbados, for example, 27% of workers surveyed from all-inclusive hotels were on short term contracts, compared to just 9% from other types of hotel.

## Health & safety

**Staff in all hotels are subject to stress, fatigue and a range of risks. There were numerous reports of injuries and long term health issues. Our data suggests that stress can be a particular issue for workers in all-inclusive hotels.**

Workers in the hospitality sector are faced with a range of health-threatening working conditions. Risk comes in many forms – repetitive tasks, long hours, exposure to harmful substances, noise, psychological pressure, physical aggression and much more. The degree of risk varies with specific roles but it is reasonable to expect adequate steps to have been taken to prevent work-related accidents, injury or ill-health. This means provision of a safe and hygienic working environment and regular health and safety training.

Our research investigated whether and how workers might be exposed to risk, whether they have suffered injury or ill-health due to their work and also whether they were provided

with occupational safety equipment or clothing.

Only 19% of respondents mentioned having been given health & safety training although interviews suggest this figure should in reality be higher. There were also several reports of inadequate safety equipment, particularly in Kenya.

Overall there were slightly more reports of health problems and accidents from workers in all-inclusive hotels, and particularly so in Tenerife. There were significantly more reports of stress in all-inclusives in all countries, and anecdotal evidence from Barbados suggested that this might be because staff have more continuous contact with guests as they stay in the hotel for longer periods. Some focus group respondents suggested that this means they also have more work to do, but management responded that staff numbers are higher and hence this should not be the case.

A selection of individual responses are shown in the box below demonstrating the range of physical

*‘This sector continues to rank very highly with respect to the number of accidents reported to our office’*

SENIOR SAFETY AND HEALTH OFFICER IN THE LABOUR DEPARTMENT, BARBADOS

and psychological risks to which hotel workers are exposed.

Housekeeping staff complained that conditions are often physically demanding, whilst overheated laundries and kitchens, large trolleys, and working without modern equipment put pressure on staff every day. Tourism Concern’s 2004 research also highlighted how cost cutting measures such as reducing staff, reducing the number of lifts in service and cutting out lighting and air-conditioning during the day put additional demands on workers.

The nature of the work women more typically do – including housekeeping and some kitchen work – means they are exposed to greater risk.

### HEALTH & SAFETY ISSUES REPORTED BY RESPONDENTS

Strain or injury brought about by physically demanding work including carrying heavy loads, standing for long periods standing, and repetitive tasks.

Monotonous work and work without creativity and initiative is widely reported. Certain complex tasks which require high concentration levels can induce fatigue and greater risk of accident.

High workload and stress particularly at peak hours and related to customer behaviour can be exacerbated by continuous customer contact. Sometimes, workers feel squeezed between the demands of management and the needs of guests.

High workload, including due to lack of replacement of sick colleagues, and related headaches, stress and fear. Anecdotal evidence suggests this can lead to depression and increased absenteeism.

Noise and high frequency sound levels causing fatigue and in one or two cases reported hearing loss.

Low light conditions, which can create a higher risk of accident.

Irritation, fatigue and/or respiratory problems brought about by temperature, humidity and fumes, particularly in kitchens.

Passive smoking in certain guest areas.

Contact with dangerous substances such as oven and floor cleaners, disinfectants, soaps and detergents, pesticides with reports of associated infections, skin, eye and nose irritation, allergies, respiratory diseases etc.

Accidents such as slips, trips and falls; and associated sprains, broken limbs, injured necks and backs, cuts and bruises etc.

Physical violence (or the threat of), harassment and discrimination.

Unwanted sexual attention.

Problems related to control in and over work, checks by superiors, no time for breaks, uncertainty about the finishing time of the work, and lack of communication.

# Research findings

## Stress, violence and discrimination

**In our survey there were several reports of bullying and discrimination of different types, and significantly more in Kenya. Staff from all-inclusive hotels in all three countries reported stress, bullying and feeling their ideas were not listened to.**

Fair treatment in employment is a basic right, not only in terms of equality of opportunity and pay, but also in being able to work without harassment or exposure to violence, being listened to and given a degree of autonomy, and through the fair handling of any grievances or conflict.

Our research investigated the extent to which respondents felt supported by colleagues and/or their managers, and also of any bullying and discrimination.

Respondents reported a range of offensive or unreasonable behaviour from managers, colleagues and sometimes from guests. These included:

- *Setting impossible deadlines*
- *Verbal abuse*
- *Constant criticism or insults*
- *Excluding or isolating employees*
- *Being given unpleasant or meaningless tasks*
- *Sarcasm or belittlement*
- *Spreading of misinformation*
- *Deliberately changing of work rosters to inconvenience a particular employee*
- *Withholding information or resources critical to effective work performance*
- *Manipulating the opinions of colleagues*
- *Offensive humour, including degrading or inappropriate written and pictorial material.*
- *Sexual harassment*

Overall there was little difference between all-inclusive and other types of hotel in how supported staff felt.

Responses varied far more between different hotels, probably reflecting the fairness of individual managers. However, there were more reports in our survey of bullying and harassment in all-inclusive hotels and slightly more felt their ideas were not listened to. More workers in smaller hotels (those with less than 100 guests) felt that their ideas *were* listened to than in larger, and relatively few of those were all-inclusive.

In Kenya, there were widespread complaints of harassment and discrimination, particularly on the basis of gender and age. Although reported incidences were somewhat less in Tenerife, there were more reports of racial discrimination.

In Barbados very little discrimination was reported overall, and there was no significant difference between types of hotel. Whilst bullying and harassment were reported, respondents' average rating of their managers was much higher than the other two countries.

A number of issues to do with harassment – including by guests – and significant reports of stress also emerged, particularly in focus group discussions and interviews.

The ILO highlight that high levels of violence and stress can be caused by the physical and social environment of hotels. Factors

such as long shifts, irregular hours, income insecurity, cost cutting, new technology, alcohol consumption and the sometimes sexual nature of holiday promotion, are high risk factors, particularly for vulnerable groups such as women and youth as well as ethnic minorities, migrants and part-time workers.

Stress is a major health factor and can lead to tiredness and physical exhaustion. Tourism Concern's research in 2004 found that housekeeping, kitchen and waiting staff are particularly prone to stress and depression. Housekeeping staff face a challenging workload to be completed within a shift, with considerable physical strain added to by the psychological strain of conflicting demands from guests and management. Kitchen staff are expected to create and deliver high quality products in a very limited time, and waiters have to accommodate the constraints of the cooks and the harassment of supervisors whilst trying to fulfil the wishes of the guests.

These pressures can exacerbate workplace bullying. Unreasonable and repeated pressure, threats and intimidation were widely reported, especially amongst more vulnerable groups. Apart from the physical and psychological effects on individuals and their families, bullying also creates a risk to health and safety, and is damaging to the hotel as a whole.

		BULLYING/HARASSMENT	DISCRIMINATION	NOT LISTENED TO
BARBADOS	AI	6%	12%	19%
	OTHER	4%	9%	18%
KENYA	AI	3%	2%	13%
	OTHER	2%	1%	11%
TENERIFE	AI	4%	6%	18%
	OTHER	2%	5%	18%

**CHART 5: Mistreatment by country and type of hotel (% OF TOTAL RESPONSES)**



## Gender issues

**Whilst survey data was a little inconclusive, interviews suggest that women in all types of hotel are paid less, have fewer opportunities and face higher levels of harassment than men.**

Women make up between 60 and 70 per cent of the labour force in the tourism industry in most countries. However, women tend to earn less than men and be in lower skill roles, such as housekeeping and some customer contact areas. Men may, for example, be employed as bartenders, porters, gardeners and maintenance workers – jobs of equal value but for which they often earn up to 25% more. The ILO feel women are vulnerable in the industry and face precarious types of jobs, inequality, violence at work, stress and sexual harassment. The relatively low level of women's participation in workers' organizations, particularly at senior level, may also give them a weaker bargaining position.

Our research investigated discrimination on the basis of gender and perceptions about equal opportunities and equal pay for women.

In Kenya respondents generally felt there were more opportunities for men, even though more than 60% of

hotel workers are women, reflecting the nature of women's employment. While a higher proportion of women respondents reported harassment and discrimination, and more women feel their ideas are not listened to, many male respondents felt that treatment is equal, demonstrating that discrimination can be insidious.

In Tenerife, while pay was consistently reported to be equal, respondents again felt that there are more opportunities for men.

In Barbados there were almost no reports of discrimination, and a focus group with female employees from several different hotels suggested that there was equal pay and equal opportunities.

Women can face sexual harassment from colleagues, managers and clients. Late working hours, service of alcohol, dress code, racism, negative attitudes related to service staff, and the sometimes uninhibited, sexualised nature of tourism contribute to a high-risk environment especially for women and young workers. This is of particular concern when management show no support for workers to bring forward complaints against guests, fellow workers or managers.

---

## Child labour

Child labour remains particularly common in or around the tourism industry. However, perhaps because much of this is in the informal sector rather than in hotels themselves, our research revealed little evidence of child labour. It is nonetheless possible that some smaller, family-run hotels do employ child labour.

Other research suggests that children working in tourism can be exposed to physical and moral hazards that damage them for the rest of their lives, owing to the association of some of these enterprises with alcohol, the sex industry, violence and illicit drugs.

The USA Office of Child Labor, Forced Labor, and Human Trafficking (OCFT) reports that, in Spain there are laws and policies to protect children from exploitation in the workplace. Their research suggests that while child labor was generally not a problem, there were reports of trafficking for sexual exploitation.

They report that in Kenya, despite greater efforts to eliminate the worst forms of child labour in recent years, it still persists and enforcement of legislation is weak.

The worst forms of child labor do not appear to be a significant problem in Barbados.

# Research findings

## Social dialogue and trade unions

**Although collection of questionnaire data was conducted by unions in each country, many individual respondents were not members. Overall there was more variation in union membership between individual hotels than between all-inclusive and other types of hotel.**

The extent to which workers can express themselves on work-related matters and participate in defining their working conditions is an important dimension of decent work. In their *Policy for the Tourism Sector* the IUF state that their ‘affiliates should ensure that companies fully respect workers’ freedom of association and right to bargain collectively and, as required by the ILO Declaration, have a positive attitude towards trade union activities, including those of international associations of unions.’

Our research looked at whether respondents were union members and,

if not, what the reasons might be.

Overall there was more variation in union membership between individual hotels than between all-inclusive and other types of hotel.

In Kenya almost all respondents were members of KUDHEIHA – the Kenya Union of Domestic, Hotels, Education Institutions, Hospitals and Allied Workers. As KUDHEIHA were responsible for collecting questionnaire data this may not be representative of the sector as a whole. Despite the high level of union density, there are still problems in the sector such as the lack of contracts for casual workers. Nonetheless progress has been made via collective bargaining agreements (CBAs) including minimum terms and conditions of service and dispute settlement procedures. Some felt that CBAs were not fully implemented.

In Barbados, despite questionnaire data being collected by the Barbados Workers Union (BWU) only two thirds of respondents were members. The remaining third were not members of any union, the most

common reason cited being that they are not perceived as useful. However, in focus groups with union members they claimed that these non-members benefitted from the tripartite Barbados Social Partnership (between government, unions and employers), initiated in 1993. A number of protocols addressing the nation’s social and economic problems have been signed and workers rights have been enshrined in law. Such negotiation is not always straightforward of course and BWU withdrew from the social partnership in August 2013.

In Tenerife union membership was found to be the lowest. Less than half of respondents in all-inclusives are union members, fewer still in other hotels. Those that are members are almost all in the Unión General de Trabajadores (UGT), one of the two major Spanish trade unions, along with CCOO. Of those giving a reason for not having joined, more than 60% said that they did not have time, perhaps also suggesting that they are not aware of the key role the union can play in upholding their rights and negotiating improved working conditions. Two women workers were members of Intersindical Canaria – a left-wing nationalist trade union movement in the Canary Islands with a socialist and feminist profile.

### SOCIAL DIALOGUE

Social dialogue, which includes all types of negotiation, consultation and exchange of information between governments, employers and workers on issues of common interest is seen by the ILO as pivotal in promoting consensus building and democratic involvement. Whilst sometimes seen as an end in itself, it provides a useful context for more specific negotiation by unions of workers rights in the tourism sector.

This can be channelled through



**CHART 6: Union membership among respondents**

# The role of tour operators

collectively chosen representatives or involve direct interaction between the worker and employer. Being able to organise freely and to negotiate collectively is a pivotal element of democracy at the workplace.

The UN Declaration of Human Rights (Article 23,4), the ILO Declaration on Fundamental Principles at Work (1998), and ILO Labour Conventions C87 *Freedom of Association and Protection of the Right to Organise Convention*, 1948, and C98 *Right to Organise and Collective Bargaining Convention*, 1949 all support the right for every worker to freely join a trade union. The Ethical Trading Initiative maintains that not only should workers, without distinction, have the right to join or form trade unions of their own choosing and to bargain collectively, but that employers should be accepting of trade unions and their organisational activities and workers representatives should not be discriminated against.

Whilst there was no evidence amongst respondents in any of the three countries surveyed that workers were denied this freedom, a small number of workers from in each country expressed concern that representatives and even individual union members could be discriminated against. There was no statistically significant data to suggest that this was more likely in an all-inclusive hotel.

## LABOUR STANDARDS, SOCIAL RESPONSIBILITY AND TOURISM, TOURISM CONCERN, 2004

*'Tour operators in Europe sell a profitable and highly desirable product. In order to do so they contract with distributors, transport providers, sales agents and hotels all over the world. The demand created by consumers, using the tourism product, creates millions of jobs world-wide. However, labour rights and working conditions are invisible on the corporate social responsibility agenda. Low wages, poor conditions and negligible promotion prospects are consistent across the tourism sector in both rich and poor countries.'*

*'There is ample evidence that European tour operators are accountable for the actions and policies of their supply chain – including economic, social and environmental standards. Labour standards must be addressed as part of the wider corporate social responsibility agenda.'*

Adverse labour conditions derive both from individual tour operator activities (e.g. employment practices) and from wider structural issues (e.g. unequal power relations between multinational tour operators, governments and local tourism entrepreneurs; labour law).

Whilst tour operators may not own or operate hotels, they can exert considerable influence, particularly if they are a key partner with a particular hotel or chain. They can also seek to cooperate with other industry partners.

They have a strong incentive to do so. There are clear reputational risks to being associated with poor employment conditions, while more immediate concerns might include the customer experience being diminished by low staff morale.

More structural issues, such as wages, require an industry-wide approach in cooperation with trade unions and the government, but again tour operators can play a key part.

In the long-term, a meaningful approach to decent work in hotels needs to seek opportunities for joint awareness-raising, incentives and

monitoring activities with other tour operators and other actors in the industry and beyond, including unions and governments.

Codes of conduct, labour audits and monitoring of performance can all be initiated by tour operators in seeking to improve standards, as can engaging with other initiatives, and other concerned groups, such as trade unions and employers associations, women's groups etc.

## SAFEGUARDING LABOUR RIGHTS, KUONI

*'We are committed to ensuring fair working conditions within the tourist sector. Thus, we have introduced human and labour rights standards into our Supplier Code of Conduct. These contractual provisions commit our suppliers to respecting local employment law and international human rights, to not tolerating any discrimination on the basis of sex or religion, to offering a safe and hygienic workplace and to paying at least the minimum wage for the work done.'*

# Conclusions and implications

The research detailed in this report reveals three overarching findings:

**1** Staff in all types of hotel are faced with low wages and a range of unfavourable working conditions, from working hours which disrupt home life through to stress and exposure to risk.

**2** Workers in all-inclusive hotels face even less favourable working conditions. Amongst our respondents a greater number were on short term contracts which offer fewer benefits and less job security. Prolonged contact with guests is more likely in all-inclusives, which can be stressful. All-inclusive hotel staff receive significantly less in tips meaning that their overall remuneration is lower. Concerns about unpaid overtime are also greater.

**3** There is some evidence of progress since Tourism Concern's published research in 2004: 'Labour standards, social responsibility and tourism'. This has come about in part as a consequence of union representation and effective collective bargaining, including in a context of broader social dialogue and the enforcement of appropriate legislation. Barbados in particular demonstrated a model of engagement that appears to have had some favourable results and is respected by many of the staff who we interviewed.

## ADEQUATE EARNINGS AND PRODUCTIVE WORK

The IUF Policy for the tourism sector states that *'workers in the HRCT sector are entitled to a decent base pay, equal to at least the average in the country. All employees are entitled to a regular wage for regular hours. Whenever compensation is dependent on the volume of business (pay based on service charge), employees must also be guaranteed a minimum salary.'*

Our research suggests that this is generally the case but some workers in our survey still receive less than a

living wage and, as stated above, staff in all-inclusive hotels often receive little or nothing in tips. The IUF also state that *'Workers should have access to company documents to verify the amount of tips and service charge they are entitled to'* which is rarely the case, and further that *'the working conditions, wages and fringe benefits of seasonal, temporary or part-time workers... should not be below those of full-time permanent workers.'* Again, our research suggests that this is not the case, particularly in all-inclusive hotels.

In Barbados the amount and the distribution methods for service charges is determined by collective bargaining.

One dynamic aspect of decent work is whether individuals are able to improve future work and income via training and further education. The ILO say that *'Human resource development in tourism should be given priority attention by tourism leaders, within the framework of sectoral social dialogue at all levels and supported by governments and educational institutions'*. Our research demonstrates a clear need for such dialogue as there is a general reluctance for hotels to invest in training, particularly of lower level staff and staff on short term contracts.

## DECENT HOURS

The ILO say that excessive hours and atypical hours can be detrimental to physical and mental health and they impede the balance between work and family life.

Working hours were one of the most commonly cited causes for concern amongst respondents in all three countries and women were particularly badly affected.

Whilst our data did not suggest that working hours were different in all-inclusive hotels, more of their staff reported incidences of overtime not being paid. Also, since all-inclusive

guests tend to spend more hours each day in the hotel, there may be more work to be done and prolonged contact with guests, which can be tiring and stressful.

The IUF state that *'Working hours in the HRCT sector should be set by collective bargaining and efforts should be made to eliminate differences that may exist in this respect with other economic sectors.'* The negotiation of acceptable maximum working hours, including maximum overtime and minimum time between shifts etc can set industry benchmarks by which hotels can be held to account. Working hours should also comply with national laws.

## STABILITY AND SECURITY OF WORK

Job security is seen by most people as an important aspect of decent work, and the IUF Policy for the tourism sector states that *'IUF affiliates in the HRCT sector should put a priority on the creation of stable, permanent, full-time jobs.'* However, the seasonal nature of tourism and its vulnerability to political and economic crises create big fluctuations in occupancy which in turn mean that employment in tourism is not secure. The need for a flexible workforce also means that many staff are only on short term contracts. Staff on such contracts – of whom our survey suggested there is a higher number in all-inclusive hotels – consistently reported more stress, lack of training, lack of benefits and greater discrimination.

In Barbados, however, this appears to have been mitigated somewhat by representation and negotiation. The tripartite Barbados Social Partnership, which deals with wider national issues of job security and layoffs as part of policy, provides a backdrop to the collective bargaining process by which minimum hours, staff compensation, and/or reassurance

about future re-employment can be negotiated.

#### COMBINING WORK AND FAMILY LIFE

Reconciling work and family life has become a major public policy concern in many countries and can be seen as a gender equity issue, since women often have main responsibility for family care and household work.

It is clear from our research that family life often is disrupted by employment in hotels, with workers having to travel long distances to work, work atypical hours (evenings, nights, weekends, holidays, etc), long hours and split shifts, sometimes with an insufficient break to return home between shifts. The IUF policy states that *'Whenever feasible, workers should work uninterrupted shifts. In the event of broken shifts, adequate compensation should be negotiated.'* This was not always the case amongst our respondents.

#### FAIR TREATMENT IN EMPLOYMENT

Fair treatment means working without harassment or exposure to violence, being listened to and given a degree of autonomy, together with the fair handling of any grievances or conflict. It also means not being subject to bullying or discrimination.

In our data, there were more reports of bullying and harassment in all-inclusive hotels. Staff in all types of hotel often felt they were not listened to and, with individual exceptions, were not adequately supported by management.

#### SAFE WORK ENVIRONMENT

IUF policy states that *'Safety and health issues should be included in collective bargaining. Emphasis should be on the need to train workers in the sector, particularly in light of the specific nature of the hotel and*

*restaurant professions with respect to contacts with customers.'* As discussed above training provision is often inadequate, particularly for staff on short term contracts. Health and safety training was only mentioned by a relatively small number of respondents.

There were numerous examples of injury, illness and exposure to risk. There were also reports of stress, particularly from workers in all-inclusive hotels. Long working hours, reduced salaries, split shifts, job insecurity, commuting time to the workplace and staff reductions were all noted as contributing to increased levels of stress.

The ILO says that a comprehensive approach is required through which the health, safety and well-being of workers becomes an integral part of continuous improvement of services. Preventative measures can take many forms: reduction in continuous or repetitive work, elimination of hazards, substitution of less hazardous substances or processes, safety and health education, protective equipment, careful design of workflow, and limiting the participation of vulnerable groups (e.g., young workers). Reducing stress and fatigue also reduces accidents.

#### SOCIAL PROTECTION

Adequate social protection is a defining feature of decent work around the world. Whilst many permanent staff in all hotels reported receiving a range of benefits, most of those on short term contracts did not. As has been stated there were more of those in our sample who worked in all-inclusive hotels.

#### SOCIAL DIALOGUE AND COLLECTIVE BARGAINING

Social dialogue between governments, employers and workers on issues of common interest is seen by

#### ILO-IHRA STATEMENT ON TOURISM AND EMPLOYMENT, JANUARY 2010

*'Employment in the tourism industry should include not only job creation but decent and productive work in sustainable hospitality enterprises...*

*All stakeholders should collaborate in order to improve employment regulations and working conditions in the tourism industries, in line with the Employment and Decent Work Agenda originally developed by the ILO and subsequently accepted widely by the UN system. Stakeholders should also ensure safety, equality and human dignity as well as adequate levels of remuneration in tourism employment.*

the ILO as pivotal in promoting consensus building and democratic involvement. In turn, the right for an individual to join or form trade unions of their own choosing and to bargain collectively is critical to the pursuit of decent work. Workers are dependent on the strength and efficacy of their union and of course unions need the support of members. In Kenya, most of the respondents to our survey were union members, but only two thirds were in Barbados. In Tenerife the proportion was even lower.

The tripartite Social Partnership in Barbados (between government, unions – including the Barbados Workers Union who represent hotel workers – and employers), has facilitated the signing of a number of protocols addressing social and economic problems, and workers rights have been enshrined in law. It is clear that, despite sometimes being problematic, the process has improved working conditions for workers in general. A lot of the significant progress for hotel workers has been negotiated by the Barbados Workers Union, via collective bargaining, against this backdrop.

# Country profiles

It is essential to situate analysis of pay and working conditions in hotels within the wider social and economic development context which influences it – they are inextricably linked. High unemployment and competition for jobs can drive wages down for example, and fluctuations in tourist arrivals mean employees are even more vulnerable than in other industries. There is a business case for government protecting the labour force as it encourages overseas investment. However, corruption, political uncertainty, and economic and political crisis can undermine political control and the ability to protect workers, whilst also disrupting tourism.

The capacity, resources, and political will of a government determines its ability or willingness to uphold its duty to fulfil and protect the rights of workers, including through the effective implementation of legislation. Poverty, social and political conflict and poor governance all affect the way businesses operate, as well as the ability of workers and their representatives to negotiate. Wider societal and cultural norms also influence the extent to which internationally recognised standards are adhered to, and help determine vulnerabilities affecting certain groups.

Laws covering working hours, contracts, protection of wages, child protection, forced labour, holidays, freedom of association and collective bargaining etc. can of course play a major part in protecting workers. These also include the right to strike and collectively bargain. Ratification of ILO conventions is a good indication that international standards are being recognised. However, these may not be translated into laws, and even when they are, the laws may not be adequately enforced. In Kenya, for example, the Ministry of Labour have admitted that they are under-resourced and require more technical officers to enforce the labour laws.

## Kenya

The Republic of Kenya is a sovereign state in the African Great Lakes region of East Africa. Its capital and largest city is Nairobi. Kenya lies on the equator with the Indian Ocean to the south-east and covers 581,309 km<sup>2</sup> (224,445 sq mi) with a population of about 44 million as at July 2012.

Kenya's services sector, which contributes about 61 percent of GDP, is dominated by tourism, which has grown steadily in most years since independence in 1963. By the late 1980s it had become the country's principal source of foreign exchange. Tourists, the largest number from the United Kingdom and Germany, are attracted mainly to the coastal beaches near Mombassa and the game reserves. Tourism is now Kenya's largest foreign exchange earning sector and generated US\$803 million in 2006, up from US\$699 million the previous year.

However, during the 1990s, the number of tourists travelling to Kenya decreased, partly due to the well publicised murders of several tourists. Following the controversial 2007 presidential election and the 2007-2008 Kenyan crisis that followed, tourism revenues plummeted from 273,000 arrivals in 2007 to only 130,585 in 2008.

Tourism Concern's research found that 87% of tourists to Kenya were buying all-inclusive packages in 2004: a percentage which has been maintained since.

### **Economic Outlook**

Having witnessed drastic currency depreciation and rapid inflation in 2011, the economy experienced stability for both indicators in 2012 and 2013 and this is predicted to persist. The economy experienced moderate growth of 4.5% in 2013 and, according to projections by the World Bank and the International Monetary Fund (IMF), is expected

to grow by up to 6% this year, even after the temporary shock of the September 17, 2013 terrorist attack in Nairobi.

GDP per capita has grown consistently in the last 10 years and was over US\$800 in 2013, up from around US\$400 in 2003. However, whilst Kenya's poverty levels have also declined, over 40% are estimated to still be below the poverty line, and over 65% in coastal areas where tourism is popular. Unemployment in Kenya is estimated at about 40% of the workforce, with 70% of those unemployed are between the ages of 15 and 35. Social protection has improved in recent years, but still fails to reach many in the population, particularly the most poor. Many of these are competing for employment

in tourism, which can lead to acceptance of unfavourable working conditions and pay.

The Human Development Index (HDI) is a composite statistic of life expectancy, education, and income indices used to rank countries into four tiers of human development. HDI in Kenya has increased in the last decade, but was still only 145th in 2013, which is in the low human development tier.

### Labour Law

Labour law in Kenya has improved in the last decade, with a number of updated laws being established via a coordinated consultative process. The Labour Institutions Act, 2007, Employment Act, 2007, Labour Relations Act, 2007, Work Injury

Benefits Act, 2007, and Occupational Health and Safety Act, 2007 were key amongst these. *To see a world map showing labour laws in Kenya in a range of categories, go to: [www.africapay.org/kenya/homellabour-laws/world-map-labour-laws](http://www.africapay.org/kenya/homellabour-laws/world-map-labour-laws).*

According to the ILO Kenya has ratified 49 conventions, including 7 of 8 fundamental conventions, 3 of 4 governance conventions and 39 of 177 technical conventions.

### Trade Unions

The Central Organization of Trade Unions, COTU (K) is the sole national trade union centre in Kenya. COTU (K) was founded in 1965 upon dissolution of the Kenya Federation of Labour and the African Workers' Congress. It currently affiliates 35 of the 41 registered trade unions in the country, and has a membership of about 1.5 million.

KUDHEIHA – the Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals and Allied Workers – is one of the oldest trade unions in Kenya, formed in 1951, and represents the workers in hotels to improve their terms and conditions of employment through collective bargaining.

Whilst it has been effective in some areas, there are reports of weak leadership and a low capacity to engage in collective bargaining, which has led to fragmentation and reduced membership. It has been criticised by some workers for its close relationship with the Kenya Association of Hotel Keepers and Caterers (KAHC), although others make the counter argument that this is a manifestation of effective social dialogue.



# Tenerife

Tenerife is the largest and most populous island of Spain's seven Canary Islands, with a land area of 2,034.38 square kilometers (785 sq mi) and population of 898,680.

Tourism is the most prominent industry in the Canaries, which is one of the world's major tourist destinations. In 2005, 9,276,963 tourists came to the Canary Islands of which 3,442,787 visited Tenerife. In 2012 the total was 4,900,817, slightly down on 2011 but still demonstrating how rapidly visitor numbers are increasing overall. However, economic crisis since 2008 has resulted in a decrease in employment in the sector which, despite the modest recovery of tourism activities in 2010, still continues.

Tourism is more prevalent in the south of the island, which is hotter and drier and has many well developed resorts such as Playa de las Americas and Los Cristianos. More recently coastal development has spread northwards from Playa de las

Americas and now encompasses the former small enclave of La Caleta.

In the more lush and green north of the island the main development for tourism has been in the town of Puerto de la Cruz.

## Economic Outlook

Spain is rated as the world's 23rd most developed country and is listed among the countries of very high human development. Until 2008, the Spanish economy was regarded as one of the most dynamic within the EU. However, it was hit hard by the global economic crisis of 2008-9.

The bursting of the housing bubble tipped Spain into a severe recession and by the end of 2011 the country had an unemployment rate of nearly 23%. In spring 2013 this had risen further to 27.2%.

## Labour Law

The basic sources of labor law in Spain are the Constitution of 1978, treaties such as the International Labour Organization Agreements

No. 87 (Agreement on Trade Union Freedom and Protection of the Right to Form Trade Unions of 1948) and No. 98 (Agreement on the Right to Form Trade Unions and Right to Collective Bargaining of 1949), the 1995 Labor Act, Parliament Acts, Royal Decrees, the government regulations that implement the 1995 Labor Acts, collective bargaining agreements, individual labor contracts and case law.

According to the ILO Spain has ratified 133 conventions, including 8 of 8 fundamental conventions, 4 of 4 governance conventions and 121 of 177 technical conventions.

However, in the face of the growing economic crisis, the Spanish Parliament recently passed drastic reforms to labour laws, ostensibly to give employees confidence, but in effect making it easier and cheaper for them to lay off workers.

During the two decades preceding the crisis, social dialogue in Spain played a fundamental role and was a distinctive trait of industrial relations. As a result of the financial and debt crisis, social dialogue as a tool for socio-economic governance has been questioned for both its legitimacy and effectiveness. The crisis has put the Government and social partners under great pressure to introduce reforms in a short period of time and under a rapidly worsening socio-economic context. To a certain degree, the exogenous pressure to implement reforms and austerity has reduced the space for the Government to seek consensus.

There are around 2.9 million trade union members in Spain and the latest official figures from the ministry of labour for 2010 show that 16.4% of all those in work are union members. In our survey, Tenerife had the lowest number of unionised workers.



# Barbados

Barbados is an island country in the Lesser Antilles. It is 34 kilometers (21 mi) in length and up to 23 kilometers (14 mi) in width, covering an area of 432 square kilometers (167 sq mi). It is one of the Caribbean's leading tourist destinations and one of the most developed islands in the region. Tourist facilities are densely concentrated on the west and south coasts. Barbados has a population of 277,821 people.

From 1956 to 2000 international arrivals grew from 17,900 visitors to 545,000. Since then, however, numbers have fluctuated somewhat, dropping to 498,000 in 2002 and then climbing to 575,000 by 2007. Numbers were 568,000 in 2011, 536,303 in 2012, and 508,520 in 2013. Approximately one third of visitors come from the UK.

Tourism has expanded economic

opportunities for both sexes but, from a gender perspective, women and men tend to be allocated positions that conform to traditional patterns and men's roles tend to attract higher pay.

## Economic Outlook

Barbados was ranked 38 by Human Development Index in 2013, putting it in the very high human development bracket. GDP per capita rose from US\$9,500 in 2000 to over US\$14,000 in 2010. However, partly as a result of poor economic performance in Europe, GDP contracted in 2011, was flat in 2012 and contracted again in 2013. Barbados relies heavily on European source markets for its tourism sector, and the declines in visitor numbers described are reflected in GDP. Growth is predicted

to continue to be sluggish and recent concerns have also highlighted that some of their Caribbean neighbours are experiencing growth in tourism while numbers in Barbados continue to fall.

## Labour Law

In Barbados, there are a number of labour laws which define the rights and responsibilities of employees, employers and any representative groups, and which cover areas including industrial relations, occupational safety and health and labour standards, reflective of ratified ILO Conventions. According to the ILO Barbados has ratified 40 conventions, including 8 of 8 fundamental conventions, 3 of 4 governance conventions (Priority) and 29 of 177 technical conventions.

The Barbados Social Partnership was initiated in 1993, in response to the severe economic challenges of the early 1990s – a tripartite social dialogue between government, the private sector and the trade unions. The Social Partnership is credited by some for an increased level of trust and cooperation within Barbadian society which has allowed the country to realise economic development and social stability in the past two decades. The Barbados Workers Union, who represent the majority of hotel workers, have achieved a lot via collective bargaining and, in parallel, have played a central role in the Social Partnership.



---

**TourismConcern**  
Action for Ethical Tourism

1 Cornhill, London, EC3V 3ND  
Telephone: 020 7666 3095  
[www.tourismconcern.org.uk](http://www.tourismconcern.org.uk)

Tourism Concern is an independent campaigning organisation founded in 1989 to challenge exploitation in tourism, particularly in the global South. It aims to increase understanding of the impact of tourism on environments and host communities among governments, industry, civil society and tourists; and to promote tourism development that is sustainable, just and participatory, and which is founded upon a respect for human rights.

Tourism Concern is a UK Registered Charity No. 1064020 and Company Limited by Guarantee (England) 3260052



The International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF) is an international federation of trade unions representing workers employed in hotels, restaurants and catering services, as well as in agriculture and plantations, the preparation and manufacture of food and beverages, and in all stages of tobacco processing. The IUF is composed of 394 affiliated organizations in 126 countries.