PANTOUR

PACT FOR NEXT TOURISM GENERATION SKILLS

02/24

COUNTRY SKILLS PROFILE REPORT

SPAIN

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EXECUTIVE SUMMARY

> **It is expected that the tourism sector will continue to move towards a model of sustainability.**

The objective of this report is to inform about the current situation regarding the competences needed by the Spanish tourism sector in three areas: digital, environmental and social. These competences are acquired through training in these areas, the situation of which is also reflected in this report.

Based on primary and secondary research, conclusions are drawn on the situation of the Spanish tourism sector, which is one of the main economic pillars of the country.

Skills training in Spain is highly privatised, although there is a wide variety of courses, especially at the digital level. There are not many specialised courses in AI or robotics as we are a long way from

from the idea of implementing of implementing these technologies in general terms. Looking to the future, special emphasis should be placed on the acquisition of basic notions of digitalisation, as 35.8% of the Spanish population lacks basic digital skills according to the report "[Impact of the digital transformation in Spain: 1998-2023](#)" developed by Fundación Orange and the consultancy firm Nae (Fundación Orange, 2023a)

It is expected that the tourism sector will continue to move towards a model of sustainability, both socially, economically and environmentally. Companies will be concerned with designing an increasingly sustainable model and destinations will be concerned with taking care of the negative impact of tourism. In addition, care for biodiversity will be an important aspect on which to train teams.

In the social field, continuous training in skills such as communication, empathy and adaptability will be important. The latter will be necessary to cope with all the changes that will arise, especially at the digital level, in our sector.

Finally, the success stories analysed in the report follow a similar pattern, always opting for employee well-being. The trend of putting the employee before the customer is highlighted, so that it is the employee who can deliver quality service in a quality environment. In an increasingly digitalised society, it is important to take care of the people who make up our companies.

INTRODUCTION

The Erasmus+ PANTOUR Project is a European partnership for improving a collaborative and productive relationship between education and industry. PANTOUR is the follow-up project of the NTG project (Next Tourism Generation Skills Alliance; 2018-2022). The PANTOUR project aims specifically at designing innovative solutions to address skills needs in tourism.

With the exploitation of its outputs, PANTOUR seeks to benefit job seekers, employed and unemployed workers from the tourism industry, employers, SMEs, sector associations and policy makers. Therefore, it has dedicated special attention to the reskilling and upskilling of the generic workforce on future skills needs. To be able to achieve this goal, research has been conducted in every country of the project consortium, to investigate the future of tourism, skills gaps between current levels of skills in the tourism industry and the future skills needed in the future.

As a start, up to date information is needed. This will be covered with this Country Skills Profile Report: a comprehensive document, covering one countr that provides an in-depth analysis of the general tourism and skills landscape, gaps, needs and workforce capabilities within a particular country. It serves as a valuable resource for policymakers, government officials, employers/employees, and educational institutions to understand the current state of skills and make informed decisions regarding workforce development strategies.

The purpose of this Country Skills Profile Report is to provide on the basis a comprehensive overview of the following:

General information of each country in the PANTOUR consortium regarding tourism and tourism employment, i.e., tourism facts & figures;

Summary of the current situation regarding the delivery of Digital, Green and Social Skills training provision for the main types of suppliers of education/training;

Analysis of online survey results within each country in the PANTOUR consortium, held among tourism professionals, HR managers and decision makers;

Overview of contemporary developments in tourism, trends in tourism employability, and the existing gaps between current levels of skills in the tourism industry and the projected future skills needed in 2030;

An inventory of Best Practices (i.e., innovative initiatives, projects, programs, philosophies, tools, methods, ideas, solutions, and concepts) in relation to upskilling, reskilling, attracting, and retaining staff in order to improve the knowledge on digital, social, and green skills development in tourism.

1. GENERAL TOURISM CHARACTERISTICS, FACTS & FIGURES OF SPAIN

The primary aim of this chapter of this Country Skills Profile report is to elaborate on general information and give a summary of the tourism situation in the country. This is conducted by collecting and analysing data from country sources and summarising these. The analysis is built upon existing online sources, course content, reports, existing research results, articles, books.

1.1   TOURISM FACTS & FIGURES

Tourism globally

The tourism industry is a vast and complex sector that encompasses many industries, including accommodation, transport, attractions, travel companies, and more. According to the international statistics portal Statista (2023 [1]), the total contribution of travel and tourism to the global economy was $ 7.71 trillion in 2022 (Statista, 2022), a 7.6% share of the total global GDP, remaining 5% below pre-pandemic levels.

Prior to the pandemic, Travel & Tourism was one of the largest sectors in the world and accounted for 1 in 4 jobs. Growth is expected at 5.8% annually between 2022 and 2032, outpacing the general economy.

The same source (Statista, 2023 [2]) reports that the number of international tourist arrivals worldwide was 963 million in 2022.

According to another study of Statista (2023), global employment in the travel and tourism sector rose slightly in 2022 over the previous year, following a sharp drop with the onset of the coronavirus pandemic. Despite the increase, the number of travel and tourism jobs worldwide remained below pre-pandemic levels, totaling 295 million in 2022. As forecast, this figure is expected to grow to 320 million in 2023 and to 430 million in 2033.

1.1.1   Contribution of travel & tourism to GDP in Spain

To discuss the impact of travel and tourism on GDP, it is necessary to examine the Spanish Tourism Satellite's latest statistical review of 2020 (Instituto Nacional de Estadísticas [INE], 2020h), which showed that tourism activity generated €61,406 million, representing 5.5% of the country's GDP.

If we also analyze WTTC's Country Economic Impact Report (World Travel and Tourism Council [WTTC], 2021a), based on Global Data, we can observe that the tourism sector's contribution to the GDS increased by 21.70% in 2021 compared to 2020. Research indicates that in 2021, tourism contributes 8.5% to Spain's total GDP. Our goal is to reach the 2019 results, where tourism made up 14% of the overall Spanish economy.

1.1.2   Size and relevance of the subsectors

In Spain the 3 main tourism subsectors in terms of employment are accommodation, food and beverage, and activities provided by travel agencies and tour operators.

If we talk about the accommodation sub-sector, it is important to analyse the number of establishments open in Spain as of 2022. The average figures were 14,148 hotels, 800 campsites, 128,098 flats, 16,520 rural tourism accommodations and 1,141 hostels opened in 2022, according to the

[Cuenta satélite del turismo de España. Accounting series 2016-2022. Statistical revision 2019](#) (INE, 2022a)

Turning to the travel agency sub-sector, in 2022, the number of travel agencies in Spain stood at around 9,500, compared to more than 20,000 in 2008. (Deusto Business Open Alumni [DBOA], 2023).

Lastly, in 2022, sales in the restaurant sector in Spain exceeded 37.5 billion euros. This figure corresponds to more than 279,000 beverage establishments, restaurants and food stalls throughout the country. (Statista, 2024).

1.1.3   Size and relevance of the subsectors

According to the [Economic Impact Research](#) of the WTTC (WTTC, 2022b), the higher percentage of inbound arrivals to Spain in 2021 corresponds to France with 19%, followed by Germany and the United Kingdom with 17% and 14% respectively. These results are not usual, as the pandemic crisis in 2020 led to a variation in these percentages.

Over 2020 and 2021, British tourists encountered challenges traveling to Spain as a result of restrictions.

Meanwhile, French tourists faced fewer complications, leading to a reversal of the rankings for both countries. Focusing on outbound departures from Spain in 2021, France accounts for the highest percentage with 37%, followed by Italy and Portugal with 11% each.

The most up to date data from the Instituto Nacional de Estadística (INE, 2022e) reports that the number of tourists visiting Spain in 2022 was a total of 71,659,281 tourists. Meanwhile, the total number of Spanish residents who travelled abroad was 16,135,111 tourists (INE, 2023g).

1.1.4   Shared of different transportation modes (plane, car, train) in tourism

According to [INE](#) (INE, 2023f), the primary mode of travel for the majority of tourists visiting Spain is through air transportation. In 2022, 59,307,849 tourists

arrived via air travel, succeeded by car transportation, with 10.964.073 tourists. These are followed by port transport, with 1,152,225 tourists and then train transport, with 235,135 tourists.

1.1.5   Arrivals of international versus national tourists

The total number of nacional tourists that travelled in Spain in 2022 was 155,253,027. This figure is more than double the total number of international tourists visiting Spain in 2022, which totalled 71,659,281 as mentioned in point 1.1.3 above.

We can also analyze spending patterns among different types of visitors. In 2021, according to WTTC (WTTC, 2022b) domestic tourism spent more than international tourism. This differs from the typical trend observed in the tourism industry, where international spending usually exceeds domestic spending. However, the pandemic perspective and the lack of international tourism have changed this trend. Furthermore, international expenditures only accounted for 7.4% of the total exports. Domestic tourism spending experienced a 52.3% surge compared to 2019, constituting 60% of the overall spending in 2021.

1.1.6   Type of travel: business travel, consumers/leisure travel

Leisure or consumer travellers in Spain generally have higher spending than their business counterparts. In 2021, leisure expenditures would represent 87% of total tourist spending (USD 73.0BN), with the remaining 13% reserved for corporate expenses (USD 11.0BN). In 2019, the percentages were comparable to previous years but leisure spending slightly exceeded the percentage allocated to business spending (89%-USD 137.3BN) as claimed by WTTC (WTTC, 2022).

1.1.7   Company sizes

At first sight, the tourism companies in Spain can be classified into 4 sub-sectors based on the services they provide: accommodation, food and

beverage, tourist intermediation, and complementary services.

According to the latest [Study on employment in the Spanish tourism sector](#) (EXCELTUR, 2018), microenterprises, which are defined as companies with less than 13 employees, constitute 92.2% of all companies within the tourism sector.

In terms of microenterprises, EXCELTUR (EXCELTUR, 2018) states that looking at the food and beverage sector, 95% of it is made up of companies of this size. However, there are other segments of the tourism sector where the size of enterprises is larger. In the hotel industry, for instance, 21% of enterprises employ more than 10 staff members. If we consider the transport industry, we can observe that companies having over 10 employees can be found in 47% of the air transport sector and 15% of the maritime transport sector. Lastly, in the leisure sector, 12% of enterprises have this size.
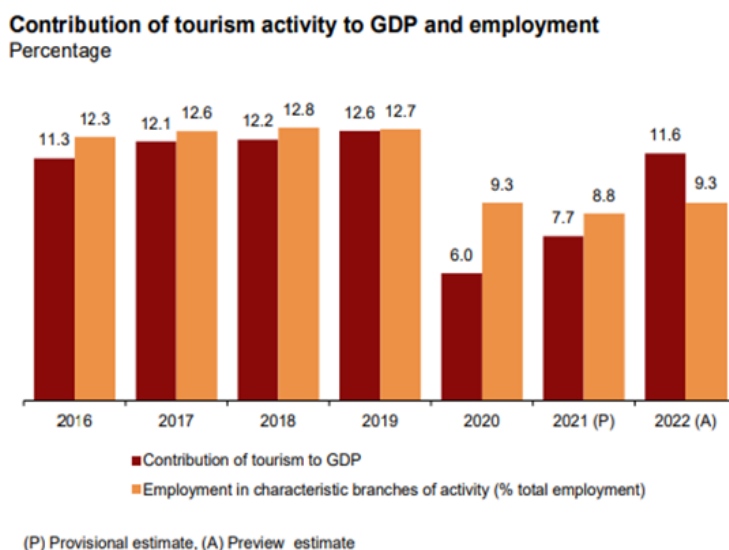
1.2 TRAVEL AND TOURISM'S CONTRIBUTION TO EMPLOYMENT

In Spain, the tourism sector accounted for 8.8% of total employment in 2021, according to the [Spanish Tourism Satellite](#) (INE, 2023d). This figure is due to the record of temporary employment regulation (ERTE). The highest result in recent years was in 2019 with 12.7% of contribution. Employment in the characteristic economic branches of tourism reached 1.9 million jobs in 2022. This represented 9.3% of total employment in the economy, five tenths more than in 2021.

1.3 DIRECT AND TOTAL CONTRIBUTION OF TOURISM TO GDP IN 10 YEARS' TIME

If we look at the evolution of the contribution of Spanish tourism to GDP over the last years (2019-2022), we can see that it reached its highest point figure in 2019   with 12.6% of contribution and then decreased due to the pandemic

crisis to a 6% of contribution in 2020. From then, it has experienced a recovery, taking into account that the latest data we have corresponds to 2022 with an 11.60% contribution of tourism to the total GDP, according to the Spanish Tourism Satellite Account (INE, 2023), 3.9 points higher than in 2021.

Contribution of tourism activity to GDP and employment
Percentage

	2016	2017	2018	2019	2020	2021 (P)	2022 (A)
Contribution of tourism to GDP	11.3	12.1	12.2	12.6	6.0	7.7	11.6
Employment in characteristic branches of activity (% total employment)	12.3	12.6	12.8	12.7	9.3	8.8	9.3

(P) Provisional estimate, (A) Preview estimate

Spanish Tourism Satellite Account. 2016-2022 Series. INE (2023)

Based on the most recent data from the National Institute of Statistics of Spain (INE, 2023c), tourism activity reached 155,946 million euros in 2022, accounting for 11.6% of GDP. This value was 3.9 percentage points higher than in 2021. Furthermore, tourism-related branches generated over 1.9 million jobs, representing 9.3% of total employment.

Although a specific forecast for the next 10 years is not available, an informed estimation can be made based on current trends and short-term projections. Stating this forecast according to the OECD, Spain is projecting a tourism recovery back to pre-pandemic levels in 2023. If this trend continues, it is reasonable to expect that tourism's contribution to Spain's GDP will remain significant in the next decade. (Organisation for Economic Cooperation and Development [OECD], 2022b).

However, these projections are subject to a number of factors, including global economic conditions, travel restrictions, and the ongoing impact of the COVID-19 pandemic. Therefore, any long-term forecast should be interpreted with caution.

In Spain, the tourism authorities do not state any forecast for the development of tourism employment in the coming years.

1.4 DIRECT AND INDIRECT CONTRIBUTION OF TOURISM TO GDP IN 10 YEARS

The contribution of tourism to employment in Spain has been very linear in recent years. In the third quarter of 2023, the tourism sector had 3,212,001 active workers, 5.5% more than last year in the same period, according to the Spanish Labour Force Survey data (TURESPAÑA, 2023b).

The latest results indicate that in December 2023, the number of registered workers linked to tourism activities increased by 5.4% year-on-year, reaching a total of 2,590,221 Social Security affiliates. In December, the trend of a year-on-year increase in the number of affiliates that began in June 2021 continued (TURESPAÑA, 2023a).

As it happens with GDP, the tourism authorities do not state any forecast for the development of tourism employment in the coming years, but if we take into account the latest results and its evolution, we can predict that it will continue its growth.

1.5 MAIN FOCUS POINTS OF NATIONAL STRATEGY FOR TOURISM

One of the main points to be discussed is the role of sustainability. Although it also has a social and digital impact, there is a national agenda in Spain that seeks to address medium- and long-term challenges, focusing on socio-economic, environmental, and territorial sustainability. The project is called Directrices Generales de la Estrategia de Turismo Sostenible de España 2030 (Secretaría de Estado de Turismo, 2019), and it is in line with the United Nations Sustainable Development Goals (SDGs). The new model of sustainable tourism is based on five strategic pillars:

● Collaborative governance: the main objective would be to bring together the conflicting interests of public and private stakeholders in the country's tourism sector. It would also be interesting to work on the Spanish influence in the international field.

● Sustainable growth: this would be related to the United Nations 2030 SDG (Sustainable Development Goals) agenda. The main issues to be taken into account are

● Competitive transformation: the aim is to increase tourism GDP Technology and digitalization will be essential to achieving this.

● Tourist areas, businesses, and people: the value and quality of the tourist offer are sought, from the responsible consumption of all stakeholders to the improvement of the quality of employment.

● Product, marketing, and tourism intelligence: the aim is to maintain our leadership in sun and beach tourism but also to study the needs of tourists with higher quality and purchasing power to adapt our offer and attract them.

Another important point is the impact of the COVID-19 pandemic. As stated in the 2021 Annual Report of the Spanish Confederation of Hotels and Tourist Accommodation (Confederación Española de Hoteles y Alojamientos Turísticos [CEHAT], 2021), we can define 2021 as a year of "partial recovery". Although this year we did not experience the direct consequences of the COVID-19 crisis, such as the generalized closures in 2020, the effects of this pandemic are still present in our daily lives. According to data from FRONTUR, 31 million tourists entered Spain through its borders in 2021, a positive figure but still far from normal, with 52 million fewer than in 2019. As already mention in 1.1.3.; 71,659,281 tourists visited Spain in 2022.

1.6 COUNTRY-SPECIFIC CHALLENGES AND DEVELOPMENTS IN TOURISM

Tourism is one of the most important sectors of the Spanish economy. However, the Spanish tourism industry faces a number of challenges. (Ministerio de Industria y Turismo, 2023).

One of the main problems is the lack of coordination in tourism policy. This is due to the fact that each region has its own regulations, which makes it difficult to organise tourism from a national perspective. This can lead to duplication and inefficiency. To avoid this, the Spanish government should work with regional governments to develop a national tourism strategy that is coordinated and efficient. This would help to address the challenges of seasonality, saturation and lack of innovation. (Organisation for Economic Cooperation and Development [OECD], 2020a)

Another important challenge is the seasonal nature of tourism in Spain. Tourism is highly concentrated in the summer months, which can lead to overtourism, tourism phobia and environmental problems in the most popular destinations. Some examples of this are destinations such as Barcelona or the Balearic Islands, where the number of tourists is extremely high, leading to a negative experience for tourists and residents alike. To address this situation, the Spanish government should invest in promoting tourism outside of the summer months. This could be done through marketing campaigns, financial incentives for tourists and investment in tourism infrastructure in less popular destinations. It should also work with local authorities to develop sustainable tourism management plans for popular destinations. These plans should aim to reduce the negative impacts of tourism on the environment and local communities. (Ministerio de Industria Comercio y Turismo [MICT], 2022).

It is also important to mention that a lack of innovation is a major challenge. The Spanish tourism industry has been slow to adopt new technologies and practices. This makes it difficult to compete with other countries that are more innovative in their tourism offerings. Jorge Marichal, president of

Confederación Española de Hoteles y Alojamientos Turísticos (CEHAT, 2023), affirms that the Spanish government should encourage the tourism industry to adopt new technologies and practices, for which a public budget should also be earmarked. This could be done through tax breaks, research and development grants and training programmes for tourism workers. (Marischal J., personal communication, 2023a).

Another of the challenges that Jorge Marichal refers to is the need for good connectivity, especially in terms of air transport, being the main access route to Spain as mentioned in point 1.1.4. (Marischal J., personal communication, 2023b).

To meet the current challenges, it is essential to keep improving tourism education and training programmes. The introduction of specialised and updated courses focusing on sustainable tourism management, product diversification and strategic marketing could equip professionals with the necessary skills to navigate the complexities of the industry. Promoting cross-regional collaboration through joint training programmes and workshops would also foster a more coherent understanding of the national tourism landscape, thereby facilitating a more synchronised approach to the challenges facing the sector.

Given the current trend, the Spanish national government could introduce specific certifications to support these objectives. Certifications that would assess the accessibility standards of different tourism facilities and services, thereby encouraging businesses to invest in infrastructure modifications that ensures inclusivity.

In addition, sustainable tourism certification could encourage businesses to adopt environmentally friendly practices, promoting environmental stewardship while enhancing the overall tourism experience.

By promoting a comprehensive educational framework and offering targeted certifications, Spain can bridge the gap between existing challenges and the

sustainable development of its tourism sector, ensuring a more harmonious and inclusive approach to managing the diverse needs of visitors while preserving its rich cultural heritage.

2. CURRENT SKILLS TRAINING DELIVERY IN SPAIN

In this chapter, you will find an overview of the training delivery of digital, green and social skills sets in Spain. This is conducted by collecting and analysing data from country sources and summarising these.

As we have seen, tourism is a key sector of the Spanish economy, contributing significantly to employment and GDP. As a result, the Spanish government has invested heavily in developing a wide range of programmes and initiatives. Training provision emphasises a blend of traditional education and modern skills development, catering to both aspiring professionals and those already working in the sector.

In Spain, the major institutions involved in providing training and education for the tourism sector include universities, vocational education and training (VET) institutions, and specialised hospitality and tourism schools.

The training programmes available range from VET courses, undergraduate and postgraduate degrees in tourism management, hospitality, and related

fields, to diplomas, certificates, and specialised courses focusing on specific aspects of the tourism industry.

Several national and international accreditation systems are used to accredit tourism training and education programmes, ensuring their quality and relevance in the industry. These accreditation systems play a significant role in maintaining standardised educational practices and fostering trust among students, employers, and other stakeholders. Some of the prominent accreditation systems used in Spain for accrediting tourism training and education include:

● [National Agency for the Evaluation of Quality and Accreditation](#) [ANECA], 2022: ANECA is a national agency that is responsible for ensuring the quality of higher education in Spain. It evaluates and accredits various academic programs, including those related to tourism and hospitality, based on established standards and guidelines.

● [Spanish Tourism Quality Institute](#) [ICTE], 2022: The ICTE has a crucial role in accrediting tourism-related services, including educational institutions and programs that meet the quality standards set by the institute. It emphasizes the importance of maintaining high-quality standards within the tourism sector, ensuring that accredited programs meet industry requirements and expectations.

These accreditation systems contribute to maintaining the high standards of tourism education in Spain, ensuring that programs are aligned with industry demands, best practices, and international benchmarks. They also facilitate the recognition of Spanish qualifications and degrees within the European Higher Education Area, promoting mobility and fostering collaboration between institutions at a global level.

Continuing professional development opportunities are easily available to

those already employed in the tourism industry. Various industry associations, such as the Spanish Confederation of Hotels and Tourist Accommodations (CEHAT), the Spanish Confederation of Travel Agencies (CEAV), and the Spanish Hospitality Business Confederation (CEHE), provide training workshops, seminars, and certification programmes to facilitate the upskilling of professionals in the sector.

The Spanish government has also implemented various initiatives, policies, and support mechanisms to promote and improve the training provision in the tourism sector. Some of these key initiatives include:

● National Tourism Plan 2020-2023: This plan outlines the government's strategic vision for the sector, including a focus on promoting quality training and upskilling for tourism professionals. Through this plan, funding is made available to support a range of training programmes, including:

- Tourism Training and Employment Programme: This programme provides funding for VET institutions and specialized tourism schools to develop and deliver training programmes that align with the needs of the tourism industry.

- Tourism Professional Development Programme: This programme provides financial aids for tourism professionals to enrole in training courses and workshops to enhance their skills and knowledge.

● Tourism Sustainability Plan 2030: The aim of this plan is to promote sustainability and competitiveness in Spain's tourism sector through sustainable tourism education and training for professionals. (Ministerio de Industria y Turismo, n.d)

● Spain Specialist Programme: This programme, offered by Turespaña, provides training and support to tourism professionals to help them become experts in

and in-person training, as well as opportunities to network with other tourism professionals. (Turespaña, 2022c).

● [Anfitriones Programme]: This initiative, offered by the Secretary of State for Tourism, provides online courses for tourism professionals on a variety of topics, including Spanish culture, history, and gastronomy. (Ministerio de Industria y Turismo, 2022)

Overall, the Spanish government is committed to promoting and improving training provision in the tourism sector. The implemented initiatives and support mechanisms aid in equipping tourism professionals with the necessary skills and knowledge to succeed in the global tourism industry.

2.1 DIGITAL SKILLS

Digital skills training in Spain offers a diverse range of courses. Universities and private training providers are the main sources of these courses. Digitization is essential nowadays, and that is the reason why there are plenty of courses available to obtain digital proficiency. Although digitalisation is widespread, a considerable part of the population lacks basic skills. According to the report [Impact of the digital transformation in Spain: 1998-2023] (Orange Foundation, 2023b), just over 64% of the Spanish population has basic digital skills. It is important to provide them with this training. Furthermore, at a national level, the training provided for digital skills is focused on two specific areas: marketing and e-commerce and the analysis of Big Data. Data is a valuable resource for companies to gather insights from their strategies or services to meet their needs. AI is another important topic that the society must familiarize with. New Technology School (Appendix 1), which provides basics knowledge on AI and robotics, is a highly recommended choice for future education and training.

Most digital skills training is typically conducted through online courses. The only portion that is provided on site pertains to the external work placements at businesses.

Furthermore, once the majority of the training has been completed, the certificate issued is not an official document. Usually, such titles are conferred exclusively by universities or private training centres, therefore, not all organisations will hold accredited certifications.

2.2 GREEN SKILLS

In terms of environmental training research, the majority of courses on environmental management are aimed at engineering graduates rather than other bachelor's degrees seeking to acquire relevant knowledge on the subject.

Moreover, with respect to the range of environmental skills training schemes offered in Spain, most of them relate to environmental management.

However, a wide range of courses are available that explain sustainability as a tourism strategy or the management of tourism from a sustainable perspective. The successful management of tourism's impact on destinations is vital, which is why these courses are interesting and valuable. Notably, the SICTED training programme is particularly compelling, equipping professionals with the skills to enhance the quality of tourist destinations (refer to Appendix 2).

There are also additional courses centred on ecological conservation and biodiversity. One prominent example is the Catholic University of Avila's programme, which guides participants in tackling the resource depletion, pollution, and biodiversity loss that the world is facing (see Appendix 2).

It is also interesting to highlight the training offered by the Complutense University of Madrid, which combines environmental and social training to learn how society affects the environment and how to manage the problems it can cause.

2.3 SOCIAL SKILLS

Most of the training for social and cultural skills is provided by private entities. As these courses involve social skills and, in some cases, respect and equality, it is essential that public administrations offer them to enable companies to foster a more respectful working environment.

Within the training offered on social skills, certain modules focus on the regulation of emotions. These courses provide guidance on how to effectively manage stress, leading to improved behaviour in both our professional and personal environment. There is another course, available through Femxa.es in partnership with the University of Nebrija (see Appendix 3), which focuses on conflict resolution through mediation.

Another area in which we also find a range of training courses is equal opportunities and diversity in organisations, particularly with regard to gender. One of them also discusses how to design and implement programmes and projects to promote equal opportunities for women in our organisations (Appendix 3).

Finally, it is important to stress the wide range of training options provided in terms of accessibility. If we refer to the course offered by Innovtur Virtual Tourism Training Centre, as an example (Appendix 3), candidates will acquire the skills to recognise needs and enhance awareness of them. They will also learn how to study accessibility barriers in destinations and how to explore alternative solutions to tackle this issue. Additionally they will also be trained on how to carry out customer service in this type of tourism. Furthermore,

there is another type of training that focuses on how to apply this accessibility to destinations. It centers on how destinations and companies can adapt their infrastructures to allow everyone to have their own tourist experience.

3.SURVEY RESULTS

In this chapter, an analysis is provided of the online survey results within Spain, held among tourism professionals, HR managers and decision makers. This survey aimed to investigate the gap between current levels of (green, social, digital) skills in the tourism industry and the future skills needed in 2030 – resulting in quantitative data about the skills gaps and future needs. In summary:

● Key trends are extracted from the survey results of Spain to establish how each sector is responding to the skill sets, highs, lows, current and future level of proficiency in Green, Digital and socio-cultural skills sets.

● An explanation and discussion of the results is provided, for each of the different tourism sectors.

● Gaps are indicated in the current and future level of proficiency in Green, Digital and Socio-cultural levels of proficiency across in the 5 tourism sub sectors. Comments are made on specific shortages or excellent/good proficiency in different skills and the areas of significant weakness.

Total number of responses in Spain	95 (including category 'Other' = 120)
Number of responses per tourism sub sector:	
Destination management organisations:	7
Accommodation providers:	57
Food & Beverage:	3
Visitor attractions:	3

3.1 DIGITAL SKILLS

Digital Skills	
Current existing level of proficiency	**Highest:** 1. Use of office applications (text processing, spreadsheets, presentation software (4.03) 2. Use of digital marketing systems and communication platforms (social media networks, e-mail and direct marketing systems, content management systems) (3.77) 3. Secure information processing (backing-up, cybersecurity, data protection) (3.73) 4. Digital privacy and ethics (3.68) 5. Web & app development & programming (3.19) **Lowest:** 1. Use of robots (1.46) 2. Use of digital technologies to create guest experiences (e.g., for Virtual- and Augmented Reality (1.84) 3. Use of generative AI applications (e.g. ChatGPT, Midjourney, DALL-E, etc.) for generating text and visuals (1.86) 4. Digital business analysis, business intelligence, data-driven decision making (3.09)
Future necessary level of proficiency in 2030	**Most necessary:** 1. Secure information processing (backing-up, cybersecurity, data protection)(4.79) 2. Use of office applications (text processing, spreadsheets, presentation software)(4.72) 3. Digital privacy and ethics (4.71) 4. Use of digital marketing systems and communication platforms (social media networks, e-mail and direct marketing systems, content management systems) (4.68) 5. Digital business analysis, business intelligence, data-driven decision making (4.43)

	Least necessary: 1. Use of robots (3.10) 2. Use of digital technologies to create guest experiences (e.g., for Virtual- and Augmented Reality)(3.63) 3. Use of generative AI applications (e.g. ChatGPT, Midjourney, DALL-E, etc.) for generating text and visuals (3.69) 4. Web & app development & programming (4.33)
Skills gaps between existing and future level of skills sets	**Largest gaps:** 1. x Use of generative AI applications (e.g. ChatGPT, Midjourney, DALL-E, etc.) for generating text and visuals (1.83) 2. Use of digital technologies to create guest experiences (e.g., for Virtual- and Augmented Reality)(1.79) 3. Use of robots (1.64.) 4. Digital business analysis, business intelligence, data-driven decision making (1.34) 5. Web & app development & programming (1.14) **Smallest gaps:** 1. Use of office applications (text processing, spreadsheets, presentation software)(0.69) 2. Use of digital marketing systems and communication platforms (social media networks, e-mail and direct marketing systems, content management systems)(0.91) 3. Digital privacy and ethics (1.03) 4. Secure information processing (backing-up, cybersecurity, data protection)(1.06)

The survey results show that respondents in Spain's tourism sector have varying levels of proficiency in different digital skills. Currently, the highest

proficiency level is for using office applications (0.69) and digital marketing and communication platforms (0.91). However, proficiency in newer digital technologies such as generative AI applications (1.83), augmented reality (1.79), and robots (1.64) is lower. Web and app development also show a moderate level of proficiency (3.19).

By 2030, the required proficiency levels for certain skills are expected to change. Cybersecurity is projected to become increasingly necessary, with a future proficiency level of 4.79. Big data analysis, currently at 3.09, is also expected to become one of the most necessary skills, with a future proficiency level of 4.43. Additionally, web and app development is projected to have a future proficiency level of 4.33.

The difference between the current and future proficiency levels indicates areas for improvement. The biggest gap is in the use of generative AI applications, followed by augmented reality and robots. This suggests that Spain's tourism sector is currently lagging behind in these latest digital advances. However, the increasing demand for digital skills, especially in areas such as data analytics, artificial intelligence, and cybersecurity, indicates that these will be valuable skills for the future.

In summary, the current proficiency levels indicate a basic level of digital literacy. However, significant progress is needed to meet future requirements, particularly in the latest technological advances. This is due to the exponential increase in the amount of data being generated. Companies can gain valuable insights by analyzing this data, which can help them stay competitive. Therefore, learning about big data analytics could be a valuable skill for the future.

3.2. GREEN/ENVIRONMENTAL SKILL SETS

Green Skills	
Current existing level of proficiency	**Highest:** 1. Efficient use of resources (e.g., energy, water, materials) (3.23) 2. Understanding of environmental laws and regulations (3.09) 3. Promotion and encouragement of sustainable practices among guests (3.07) 4. Communication about the organisation's efforts towards a green economy (2.94) 5. Use of technology to speed up the green transition (2.85) **Lowest:** 1. Measurement and management of CO_2 emissions (2.15) 2. Green marketing and product development (2.57) 3. Adoption of environmental certifications and management systems (2.59) 4. Green procurement and greening the supply chain (working with green suppliers)(2.67) 5. Measurement and management of waste (2.83)
Future necessary level of proficiency in 2030	**Most necessary:** 1. Efficient use of resources (e.g., energy, water, materials)(4.55) 2. Communication about the organisation's efforts towards a green economy (4.43) 3. Promotion and encouragement of sustainable practices among guests (4.38) 4. Use of technology to speed up the green transition (4.32) 5. Understanding of environmental laws and regulations (4.28) **Least necessary:** 1. Measurement and management of CO_2 emissions (3.89) 2. Adoption of environmental certifications and management systems (4.04) 3. Green marketing and product development (4.10)

	4. Green procurement and greening the supply chain (working with green suppliers) (4.21) 5. Measurement and management of waste (4.28)
Skills gaps between existing and future level of skills sets	**Largest gaps:** 1. Measurement and management of CO2 emissions (1.74) 2. Green procurement and greening the supply chain (working with green suppliers)(1.54) 3. Green marketing and product development (1.53) 4. Communication about the organisation's efforts towards a green economy (1.49) 5. Use of technology to speed up the green transition (1.47) **Smallest gaps:** 1. Understanding of environmental laws and regulations (1.19) 2. Promotion and encouragement of sustainable practices among guests (1.31) 3. Efficient use of resources (e.g., energy, water, materials) (1.32) 4. Measurement and management of waste (1.45) 5. Adoption of environmental certifications and management systems (1.45)

The analysis of green skills proficiency levels shows that the measurement and management of CO2 emissions is the least developed aspect (2.83). Additionally, green marketing and product development (2.67), and adopting environmental certifications and management systems (2.59) are also identified as skills with low proficiency levels. On the other hand, understanding environmental legislation has a higher proficiency level (3.09), while the implementation of technology to facilitate a green transition has a proficiency level of 2.85.

In the future, the proficiency level for measuring and managing CO2 emissions is expected to increase to 4.28. However, the proficiency level for understanding environmental legislation is projected to decrease to 4.28. On the other hand, the proficiency level for implementing technology to facilitate a green transition is expected to slightly increase to 4.32.

The measurement and management of CO2 emissions has the largest gap (1.74). It is important to note that although certifications can indicate proficiency in certain areas, the current level of proficiency for this skill is relatively low (2.59).

In summary, the tourism industry acknowledges the importance of the green transition and aims to communicate its initiatives to encourage guests to follow suit. Technology will play a crucial role in achieving these green goals. It is important to increase awareness of waste management and stay up-to-date with certification updates.

3.3 SOCIAL AND CULTURAL SKILL SETS

Social-cultural skills	
Current existing level of proficiency	**Highest:** 1. Support diversity, equality and inclusivity (4.15) 2. Provide excellent customer service (4.09) 3. Communicate and interact with people from different cultural and social backgrounds (3.98) 4. Understand the cultural setting of the own destination and share this information with guests (3.85) 5. Work effectively in a team (3.83) **Lowest:** 1. Communicate effectively with guests in their native language (3.53) 2. Communicate effectively with guests and colleagues (3.73) 3. Adaptability to change and handle unexpected situations (3.74) 4. Resolve conflicts (3.78)
Future necessary level of proficiency in 2030	**Most necessary:** 1. Support diversity, equality and inclusivity (4.79) 2. Provide excellent customer service (4.78) 3. Work effectively in a team (4.74)

	4. Communicate effectively with guests and colleagues (4.70) 5. Resolve conflicts(4.69) **Least necessary:** 1. Communicate effectively with guests in their native language (4.47) 2. Understand the cultural setting of the own destination and share this information with guests (4.65) 3. Communicate and interact with people from different cultural and social backgrounds (4.68) 4. Adaptability to change and handle unexpected situations (4.68)
Skills gaps between existing and future level of skills sets	**Largest gaps:** 1. Communicate effectively with guests and colleagues (0.97) 2. Communicate effectively with guests in their native language (0.94) 3. Adaptability to change and handle unexpected situations (0.94) 4. Resolve conflicts (0.91) 5. Work effectively in a team (0.91) **Smallest gaps:** 1. Support diversity, equality and inclusivity (0.64) 2. Provide excellent customer service (0.69) 3. Communicate and interact with people from different cultural and social backgrounds (0.70) 4. Understand the cultural setting of the own destination and share this information with guests (0.80)

Regarding socio-cultural skills, the current proficiency levels indicate that there is room for improvement in communicating with guests and colleagues (rated at 3.73) and overcoming language barriers for guests (rated at 3.53). Despite the acknowledged importance of languages in the tourism sector, the current proficiency levels do not reflect this.

The digitization of destinations has led to a significant change in the way tourists obtain information about a city. In the past, they would rely on hotel receptionists or tourist offices for city maps, must-see landmarks, and recommended dining options upon arrival. However, now visitors can plan their entire trip using the internet. The use of digital platforms for travel planning has become increasingly common. Tourists can now access a wide range of information and services that previously required personal interaction (Expansión, 2018).

The current proficiency level for understanding the cultural setting of the destination and communicating it to guests is high (3.85). However, as destinations become more digitized, the required proficiency level for this skill is expected to decrease (4.65).

The tourism industry is expected to require a higher proficiency level in adapting to change (4.68), which currently has a lower proficiency level. Recent significant events such as COVID-19 and the Ukraine war have emphasized the importance of this skill.

The analysis shows that the largest skills gaps are in effective communication with guests and colleagues (0.97), communication with guests in their native language (0.94), adaptability to change and handling unexpected situations (0.94), conflict resolution (0.91), and effective teamwork (0.91). Improvement is needed in these areas to meet future requirements.

However, the areas with the smallest gaps are those related to supporting diversity, equality, and inclusivity (0.64), providing excellent customer service (0.69), communicating and interacting with people from different cultural and social backgrounds (0.70), and understanding the cultural setting of the destination and sharing this information with guests (0.80). These areas demonstrate current proficiency levels that are closer to the future requirements.

4. EXPERT INTERVIEW RESULTS

In this chapter, the results are presented of the semi-structured interviews that have been held with experts in tourism in Spain.

With these interviews, we are seeking more detailed knowledge and fresh insights regarding trends in tourism, in tourism employment and in the development of Digital, Green, Social and Cultural skills in tourism. Semi-structured interviews are an appropriate tool for this purpose, since they allow for new understandings and thoughts to surface during such interviews, which further facilitate participants' responses and elaborations.

In total, 10 interviews have been held, equally divided over the five tourism subsectors (travel agents/tour operators, destination management organisations, visitor attractions, accommodation providers and food & beverage providers). Interviewees were senior managers; human resource managers; company owners; entrepreneurs; heads of department.

Please note that, for each subsector there is an interview/interviewee number 1 and an interview/interviewee number 2. For every subsector, the first one corresponds to the large sized company and the second one to the small sized company.

4.1 THE FUTURE OF TOURISM AND TOURISM EMPLOYMENT

4.1.1 INTRODUCTION

Several societal megatrends - already visible today but with their full impact still unknown - are heavily influencing the future of tourism. Demographic developments - the continued growth of the global middle class, increasingly elderly tourists, digital natives coming of age and entering the travel market, more Asian tourists - will result in additional and diverse tourist preferences and choices. Technological innovations (AI, robotization, virtual and augmented reality, etc.) will continue to impact tourism and transform business models, jobs in tourism and tourist experiences. Social developments (Covid and health issues, migration, economic uncertainty, uproar and wars) will also have their impact on tourism.

The inclusion of more sustainable practices is also a widely debated topic in the consumption, production, and development of tourism.

Looking at developments in employment, the tourism and hospitality sector has special characteristics: e.g., working on weekends and holidays, multiple shifts, seasonal work, etc. These atypical forms of employment include a variety of work contracts (e.g., temporary work, part-time work, temporary agency work and other multi-party employment arrangements).

In order to keep pace with all these developments, the tourism sector needs to be prepared for these changes: to transform the tasks expected by employers into new jobs, thereby making the jobs attractive to future employees and offer them career perspectives.

In this section, we aim to get an overall understanding of the interview participants' ideas of the evolution of the tourism sector, tourism employment and the emergence of new job profiles – in tourism in general and specifically in relation to their own organisation, in about seven years' time.

Questions that have been discussed with participants were the following:

● What will the sector and your organisation and the sector look like around 2030? Which new changes do you perceive could occur in your business?

● What impact do the current megatrends and crises (Covid-19 / health; Ukraine War; migration; demographics; environment and climate; energy; cost-of-living) have on employment in your organisation and how does your organisation deal with the consequences of these crises?

● What kind of people will be working in your organisation around 2030? Will there be a significant increase/decrease in the number of employees? And if so, how are these employees different from your current workers?

● How is your organisation changing the tasks that will be required into new job profiles?

● The above-mentioned developments have also transformed the way people work. New concepts such as working from home (WFH); digital nomads; hybrid working; workations; remote working; etc. have emerged or intensified. Which work forms are you now experiencing in your organisation and what effect does this have on recruiting new personnel?

● How does your organisation deal with societal developments such as diversity, inclusion, and flexibility within the recruitment process?

● Which new job profiles do you see emerging in your organisation in the next seven years (2030) and why? Which new job positions will emerge and/or will be 'copied' from other sectors?

4.1.2 RESULTS FROM THE INTERVIEWS

All the changes that have been experienced in recent years make it difficult to make an accurate prediction about the future of the tourism sector. This is the overall feeling that has been received from the interviewees.

Let's shift our attention to the Accommodation sector first. The interviewees provide their insight into the current status of Digitalization in the industry.

They view the implementation of technology not as a possibility, but as a firmly established trend. Digitalization has been prevalent for several years now and continues to develop. Interviewee 2 outlined their recently proposed project, whereby they collaborated with their reception department to assess the potential influence of AI on their hotel and their specific department. Interviewee 2 commented "You have to involve your team so that they can feel part of these changes". Sustainability is also another essential pillar for both interviewees. They informed us about some courses their team attended to gain knowledge of the environment and its key concepts. This helped them to explain and justify certain actions taken within their organizations. Interviewee 1 stated that the projected new positions in the accommodation industry will require a strong social skillset and excellent English proficiency. It should be also accompanied by an increased salary. Interviewee 2 thought that the guest experience would become an even more important figure in the organization, providing a human touch to the customer. It may undergo some changes, no longer being an independent position, but turning almost all staff into guest experience. For example, during breakfast, customers can get information about the destination from the waiter serving them.

Moving on to the Tour Operators and Travel Agencies sectors, there are significant variations in their perspectives regarding the industry's future. As OTAs have a significant presence, interviewees anticipate a transformation not only in occupational roles but also in the quantity of available positions. They expected that changes in the workforce would be necessary to fill the gap created by retirement. Furthermore, since COVID-19 has caused significant digitization, there may be new employment opportunities. The number of phone agents will decrease, and roles will increase in autonomy. Interviewee 1 explained that their company is considering the implementation of a chatbot for human resources to assist with basic inquiries, such as scheduling holidays. She explained that "by automating these types of tasks, operators can focus on the customer experience and speed up the handling of these processes, such as requesting a leave, with

digital tools". This will allow department team members to focus on other issues that require a human touch, like speaking to employees about personal matters. Other technical roles for maintaining technology and developing digital marketing and online presence will emerge. Additionally, interviewee 2 believes there will continue to be a market niche seeking face-to-face interaction and will continue to visit travel agencies in person.

Visitor attractions interviewees were informed about the exponential growth of tourism since COVID-19. However, there is a common concern about its sustainable growth. They stated that if they don't work on that at the very beginning of this widening, then it will become unstoppable, creating a negative impact on the local people. They both agree on the need for digitization, taking advantage of what technology can offer their clients. One of the job profiles that would be important for them in the future would be a person who works on the customer experience by following the customer journey. Interviewee 1 said that "a job position will emerge that is solely focused on the customer journey, and it will be essential". This position would have an important digital component, as they would need to know about big data analysis and other digital tools.

Destination Management has changed its approach in recent years and will continue to evolve in the future. Interviewee 2 predicts a full digitalization of the industry by 2030, with an increase in personalized customer needs. Customer service will be the cornerstone of service excellence, while non-experiential administrative processes will become increasingly digitalized. Interviewee 1 discusses the digital transition, highlighting that their work was previously entirely face-to-face interaction, but now digital promotion is prevalent. They are also exploring the option of incorporating various Metaverse destinations while emphasizing the potential for international promotion during this stage. Regarding new job roles, experts predict the rise of technical positions such as cybersecurity specialists or logistics experts and roles focused on environmental and social sustainability, including sustainability managers or accessibility agents.

Lastly, the Food and Beverage respondents anticipate a future where emphasis is put on people, giving significant significance to social skills. Interviewee 2 predicts that the sector will shift towards a model where small and medium-sized establishments dominate over large chains, incorporating sustainability at every stage of the value chain. Interviewee 2 says that "you are not sustainable only with your activity in the restaurant, this process starts much earlier". Production could become increasingly digitalized in terms of processes. Apart from implementing these social skills in current job profiles, one interviewee emphasized the importance of establishing a new role dedicated to monitoring compliance with standards across all types of establishments.

4.2 DIGITAL SKILLS

4.2.1 INTRODUCTION

Technological innovations will continue to impact tourism and change business models, jobs in tourism and tourist experiences. This section focuses on digital skills for the future. These are defined as skills related to working with computers, software, digital equipment, internet, online safety. This comprises not only Microsoft Office skills, skills for implementing online safety procedures or skills to adjust digital equipment such as Wi-Fi connectivity, sound systems and video equipment but also desktop publishing skills, computer programming skills, website development skills, social media skills, skills to monitor online reviews, data analytics, business intelligence, big data skills, AI and robotic skills (ChatGPT, Dall-E) and skills related to applying digital hardware technologies such as AR and VR.

This section provides an overview of digital skills that the interview participants rate as the most important in about seven years' time.

Questions that have been discussed with participants were the following:

- Which digital skills are important in your company today?
- Which digital skills are currently lacking in your company?
- How important will these skills be around 2030? Which ones will be most important?
- Which other digital skills can you think of that will be vital for the future?
- Which changes do you anticipate will be necessary within your organisation regarding digital skills (2030)?
- Does your company provide training or education for these skills? If so: what kind of training; if not: why not?
- Do you use an external organisation to help train your staff in digital skills? If so: which ones and what kind of training do they provide?
- What would be the most effective training method in digital skill development for your employees?

4.2.2 RESULTS FROM THE INTERVIEWS

Digital skills are increasingly significant, not only on a professional level but also in our daily lives.

The Accommodation sector is adapting to this digital change, implementing new tools to simplify the tasks of their workforce. In these two interviews, we find two different cases. Interviewee 2 asserts that digitization is very present in the daily operation of their hotel, although they are talking about independent hotels: "Digitalisation, the automation of processes, is something very positive because it obviously helps us to be more productive and really focus on what is important in the hotel industry". They undertake various projects to keep themselves up-to-date on the latest developments and offer convenient training to their team. As an example of this, during the interview, the respondents explained that they were going to change their PMS, which would imply staff training to familiarize themselves with this innovative tool. Also, this company believes that the information obtained from technological advancements can help them design a better customer experience. On the

other hand, when talking with interviewee 1, we found a luxury hotel of a renowned hotel chain that has a different point of view about digitization. They stated that their customer service is already very personalized and does not demand specific digital skills to develop job profiles within their hotels: "Digital skills are the most fundamental because our business is all about customer experience and good customer service. And no matter how much progress is made in terms of robotics within the product, within a room, or to speed up check-in, we make everything very personal. It is not going to be easy at the moment to replace people with machines because it is the direct experience that counts". At a corporate level, the data analysis is based on big data and requires greater digital skills. However, at present, their hotels do not have a strong digital component.

Passing through Tour Operators and Travel Agencies, two distinct digital skill scenarios emerged as well. Interviewee 1 represents an international travel agency specializing in corporate travel. In their particular case, they develop their activity through their website. Some years ago, each customer was assigned a travel agent who arranged their trips for several years. Now, most of the clients make their reservations through this website: "50% of our clients are already using our platform to manage their own bookings". This is of interest to the company, as it provides valuable insight into their customer journey. They consider learning digital skills a crucial aspect, with a particular emphasis on cybersecurity as an essential skill to develop for the future. On the other side, interviewee 2 represented a local travel agency that focuses predominantly on middle-aged and national customers. The procedures they follow have remained unchanged over the years. However, they monitor the necessary training required to stay ahead of the digital revolution. In their opinion, proficiency in web and app design, as well as digital marketing, will soon be considered an essential competency.

Visitor attractions require digital skills that are relevant to the type of activity they develop. For interviewee 1, the digital skills needed for their company are concentrated on marketing, brand definition, and management levels like

customer experience and revenue management. It is also important to use these tools to define the customer journey and analyze the data to determine the most effective strategy for the company. The respondent remarks that their digital tools are focused on business development rather than on the customer, as this is aligned with their brand image and philosophy of avoiding an obvious technological presence within their facilities: "We avoid any technology issues within the park. That doesn't mean that we don't need technology to do our marketing; of course, we do. But inside the park, we try to make it a relaxed experience. It should be a place where you can disconnect from technology". Specialized training is given to employees according to their needs in this area. On the other side, interviewee 2 describes their organization as being highly focused on personalized service delivery. The service they provide is tailor-made, so the communication with their clients is usually made by phone or email. This means that the digital skills needed to manage the activity are very basic. For scheduling their staff, the company employs an automated system. However, due to the direct impact of weather conditions on their operations, a final "human touch" is always required to manage any last-minute changes. They use Google Analytics to evaluate their current performance and Google Business to stay informed. They offer a website designed with a chatbot to assist customers with their bookings. And they plan to increase the level of digitization of their company through management software, which will require them to improve their digital skills.

For Destination Management, Interview 1 reveals that digital marketing and social networks are key competencies in the digital sphere. When it comes to social media competency, it involves not only content creation but also data analysis from the feedback received through them. Additionally, they value creative skills, including graphic design, and administrative abilities, like the proficient use of various Microsoft Office tools. Concerning interview 2, they highlight crucial digital competencies, such as social media management, web analytics, SEO, CRM knowledge, and online security, among others.

Future skills will focus on IOT, big data, AI, AR/VR, and the metaverse, as well as upgrading existing competencies. It will be crucial for them to deliver extensive training for these skills, aligned with the emerging innovations, as we approach 2030. The possibility of onboarding new professionals or outsourcing these services should also be explored.

Finally, concerning the Food and Beverage sector, interviewee 2 represents a small company with a limited digital presence. They use the Fork platform to establish their business in the cloud: "At the moment, we are using The Fork, as I have been using it for several years. There are many alternatives out there, but in the end, The Fork will help you improve your position in Google, and it is accessible in the cloud." Thanks to The Fork, they have begun studying data from past customer visits to personalize the customer experience and add value. Additionally, this analysis will also assist in modifying prices based on their target audience through several filters. The business is currently at a point of change and is adapting its business strategy to meet the demands of contemporary society. If we consider interview 1, their entire production process is becoming increasingly digitized concerning schedules, product expiry dates, and internal work structure. Digitalization will continue to be primarily associated with sales, such as creating personalized offers to customers by analyzing their consumption trends, ordering before arriving at the restaurant, and collecting their orders upon arrival at the restaurant. Regarding the other interview in the food and drink industry, the significant accomplishment will involve analyzing and gaining a more profound comprehension of the customer.

4.3 ENVIRONMENTAL/GREEN SKILLS

4.3.1 INTRODUCTION

In the secondary data section of this report, it was demonstrated that green skills comprise more than skills for reducing the impact of tourism on the environment (minimise the use and maximise the efficiency of energy and

water consumption; manage waste, sewage, recycling, and composting; conservation of biodiversity; knowledge of climate change). They also involve developing and promoting sustainable forms of transport and tourism in (rural) areas as an option to diversify local economies, create economic growth and decent jobs for local people (including women and youth) as well as conserve local natural and cultural heritage. On the other hand, managing and reducing the impact of overtourism is also a part of sustainable tourism.

The results of this section provide an overview of environmental management skills that the interview participants rate as the most important in seven years' time.

Questions that have been discussed with participants were the following:

● What would you consider green / environmental management skills?
● How important will these skills be around 2030? Which ones will be most important?
● Which green/environmental management skills are important in your organisation today?
● Do you expect any changes regarding the necessity of staff with green skills in your organisation between today and 2030? If so, which changes? If not, why not?
● Does your company provide training or education for these skills? If so: what kind of training; if not: why not?
● Do you use an external organisation to help train your staff in green/environmental management skills? If so: which one and what kind of training does it provide?
● What is your opinion on green certification/awards / eco-labels? Are you a member of one of these? Why? What are the benefits for you? If not, why not?

4.3.2 RESULTS FROM THE INTERVIEWS

Green skills are essential, not only for the functioning and management of the tourism sector but also as a message to be shared with the tourists who visit our country.

Interviewee 2 from the Accommodation sector asserts that while sustainability has always been a part of the hospitality industry, it now needs to be actively cultivated to effectively communicate and promote social responsibility: "Sustainability is very fashionable today. But sustainability has always been there in the hospitality industry. We have always done many things related to sustainability, with more or less success. Today, everything that has to do with climate change and sustainability is being pilloried. That is great. But it has to be given shape. You have to communicate what you have done, you have to have a plan, and you have to be socially responsible." They have created a tailor-made sustainability programme to provide their employees with concrete practices. These skills are not only beneficial for their professional development but also useful for their daily lives. For example, staffs were trained in waste management to increase their knowledge of this topic. In the company of Interviewee 1, they have been actively working on developing these skills. They have an internal ESG committee that meets at least once a month to research and develop in this area. They have also been very innovative by recycling food waste through the food bank. The key competencies frequently requested are awareness and raising awareness: "We even had an internal workshop to put some emphasis on employee awareness. That we don't just need to teach them, but that they need to be innovating, coming up with ideas, etc.". During the interviews, candidates are questioned to determine their interest in environmental projects. They still have a long way to go, as they are conscious that they have started working on this issue slightly later than other European countries. However, they are continually working on improving it and providing convenient training to their employees.

Passing on to Tour Operators and Travel Agencies, interviewee 1 explained that under the new working model, almost 90% of employees have transitioned to some form of flexible arrangement, incorporating full or hybrid teleworking. This enables them to decrease their fleet of company cars and,

consequently, their environmental impact:" We have started to have a much more flexible working model and many people in regional or even global positions, which we have a lot of in our organisation, do not need a car". Moreover, they have implemented measures to reduce paper usage. These include the provision of a limited number of paper bins in their offices and requiring each employee to input their username and password before printing. This increases the level of scrutiny and encourages more thoughtful printing practices. At events, efforts are made to reduce food waste by donating excess food to NGOs and using biodegradable utensils whenever feasible. Customers' consumption patterns have also changed, as they are now on the lookout for eco-friendly alternatives that can help reduce their carbon footprint. Furthermore, they even have access to a tool that enables them to assess the ecological consequences of their travel. The company aims to promote sustainability from the outset, providing its clients with a bottle to enable them to refill and avoid the need to purchase single-use plastic bottles daily. On the contrary, interviewee 2 reveals a lack of environmental expertise or relevant training.

Visitor attractions aim to uphold responsible environmental practices while undertaking their activities. According to interviewee number 1, they strive for complete sustainability by reusing all water, replanting almost 1 million plants, and restoring the previously inconsiderately planted farm they are situated on. Local trees are planted so that they can thrive in the ecosystem. Biodiversity management for wildlife is also considered, and employees have been specifically trained to address this. They believe that changes in competencies for the environmental future will come from the evolution of legislation in this area. As a rural company, waste management is a skill held by staff members who actively ensure to reduce their carbon footprint as well*: "We are trying to make all our roads environmentally friendly and to have as small a carbon footprint as possible"*. Interviewee 2 explains that their employees also possess ingrained green skills. As a company that operates close to nature, its employees are dedicated to environmental care, waste management, and other competencies that promote respect for the environment. These practices

environment. These practices not only allow them to preserve the natural surroundings but also help maintain a healthy and sustainable workplace.

When it comes to Destination Management, according to interviewee 1, the employees must possess environmental management skills to promote Spain as a sustainable tourist destination. They should know the practices currently in progress in the country to communicate and share them effectively worldwide. Moreover, a microsite is going to be established to disseminate information on sustainability actions that are being developed in Spain. When organizing various events or promotions, they also consider the environmental impact and aim to adjust their activities to sustainable practices. Additionally, their employees have undergone sustainable tourism training. Interview 2 explores competencies associated with ecological and environmental management. Although the organization interviewed does not consider these competencies to be their own, they believe that the efficient management of resources (energy, water, and waste), knowledge of the ecology of destinations, and the ability to adapt to climate change are crucial aspects of adjusting to the upcoming changes. They should also be skilled in assessing tourism flows and environmental impacts to improve the spatial planning of tourist sites, with a focus on sustainable mobility. In terms of social sustainability, it is considered essential to empower communities through local development, fair trade, 0-kilometre products, and other associated factors.

Lastly, in the Food and Beverage sector, Interview 1 revealed that they are extensively working on enhancing waste management awareness among staff and customers alike. There is particular emphasis on this issue. The organization is facing a challenging obstacle with single-use products and aspires to a circular system, actively working towards it. Some of the steps they're taking to attain their goal include eradicating plastic by substituting it with cardboard and improving their transportation fleet management. They are paying special attention to raising staff awareness to guarantee alignment across the organization.

Interviewee 2 stresses that the significance of recycling and waste management is being carefully considered. Another action they are considering is to require suppliers to report on their sustainability efforts, including measures taken to reduce pollution: "We will need to see how we can require our suppliers to inform us about the sustainability issues they are addressing." The goal is to examine this intermediary process and identify ways to reduce the carbon footprint by collaborating with environmentally committed suppliers. They consider it important to have greater control to ensure compliance with the required sustainability regulations. Additionally, they highlight the rapidly increasing adoption of renewable energy sources. This is a noteworthy consideration when selecting a supplier, particularly energy suppliers. Additionally, they believe that SMEs do not receive sufficient training on ISO or ICS (International Classification of ISO Standards) regulations, including unplanned audits to confirm compliance.

4.4 SOCIAL-CULTURAL SKILLS

4.4.1 INTRODUCTION

Social/cultural skills can be divided into personal skills, communication/cultural skills, and diversity skills. These skills are related to behavioural and practical attitudinal competencies in teamwork, interpersonal communication, cross-cultural understanding, and customer service orientation. Particularly related to working in the tourism sector are competences towards managing personal relationships, understanding the needs and feelings of others, cooperating with others, showing a positive attitude, showing respect, making appropriate contact and active listening. Furthermore, social/cultural skills deal with competencies that promote social progress which recognizes the needs of everyone; accessible tourism provision for those with disabilities; gender equality. These skills are expected to be of major importance for the tourism sector, to match the needs of a "high tech" society with "the human touch" needed in personal and human interactions in the tourism sector.

This section provides an overview of the social/cultural skills (i.e., personal-, communication/cultural-, and diversity skills) that the interview participants rate as the most important in seven years' time.

Questions that have been discussed with participants were the following:

● What do you consider the most relevant and important social and cultural skills for people working in the tourism sector?

● How important will these skills be around 2030? Which ones will be most important?

● Can you think of more or other social/cultural skills that might be important around 2030?

● What changes do you expect for your organisation with regard to necessary social/cultural skills in the future (2030) compared to today?

● Does your company provide training or education for these social/cultural skills? If so: which ones; if not: why not?

● Do you use an external organisation to help train your staff in social/cultural skills? If so, which ones and what kind of training do they provide?

● What would be the most effective training method in social/cultural skill development for employees?

4.4.2 RESULTS FROM THE INTERVIEWS

The nature of the tourism industry underlines the importance of social skills.

In the **Accommodation** sector, the interviewee 2 believes effective communication is a vital social skill. They suggest that internal and customer communication can both benefit from improvement within their hotels and that society underestimates the significance of this aspect. They place people at the heart of their hotels, engaging employees in their procedures and looking after their staff. This fosters a positive ambiance in their hotels among their staff, which is mirrored in their service delivery: "*Companies have a great responsibility and we need to provide sufficient tools and weapons so that people can also develop emotionally and exercise their skills in a powerful way.*" Communication and emotional intelligence will need to be improved, leading them to prioritize staff training. Interviewee 1 believes that working in a sector that demands significant sacrifices due to its distinct conditions requires a high level of stress tolerance and a strong commitment to serving others. Adaptability is crucial, which entails flexibility in working hours, even if this doesn't align with work-life balance. Moreover, a considerable effort is being made on DIB (diversity, inclusion, and belonging),

and an essential competency is language proficiency. Within the accommodation sector, having a second language, particularly English, is essential: "English is still a weak point. We have made progress, and it is phenomenal. But it remains a weakness in a country as touristy as Spain". Due to the lack of language-qualified personnel, 40% of the workforce consists of foreigners to cater to foreign-speaking customers.

Regarding Tour Operators and Travel Agencies, interviewee 1 considers having proficiency in multiple languages as one of the most essential competencies when hiring new staff. It enables them to serve the intercultural clients they receive. Their emphasis is on acquiring socio-cultural competence to accommodate the diverse range of cultures in which they operate: "We support some of the European markets and here in Spain we have employees of up to 17 different nationalities". They are part of Accem's DIVEM (Diversity in Business) project, which recognized their efforts with an award for promoting intercultural understanding and gender diversity. In terms of training, they are running workshops on effective communication to address intercultural concerns. Furthermore, leadership training is being provided to develop the competencies required for effective task performance by future leaders. Additionally, accessibility is considered a crucial factor. Social skills, such as knowing how to address someone who is blind, demonstrate the necessity of training in this field. It is impossible to acquire these skills without prior training because, unless one has grown up with someone who is blind, one simply would not possess them. Interviewee 2 lacks any training in social skills and has no intentions of improving in this area.

Visitor attractions Interviewee 1 explains that team leaders frequently provide social training for employees. They may also receive external training. Additionally, leaders must be ready to handle customer interactions. For them, showing respect is of utmost importance. They believe in demonstrating an equal level of respect for the environment and people:

"There is a loss of respect for our elders, our ancestors, our culture, our history, and our historical figures. What we need is a return to the education that existed before and to the way of being so respectful of both the environment and the people." Interviewee 2 emphasized that teamwork is crucial for the growth of businesses. Additionally, managing teams for these client groups and possessing communication and public speaking skills will be necessary to guide the various activities and train individuals who come to practice water sports such as surfing and kayaking.

For Destination Management, interviewee 1 affirms that effective team management is undoubtedly the most significant skill. Collaborative efforts play a vital role in improving the work team's performance, particularly in an area where they perceive a deficiency. Additionally, they place importance on communication, adaptability, and language training as other essential social skills. As for interviewee 2, ethical and social awareness is one of their most significant abilities. Understanding the wider impact of tourism on communities and the environment will become more significant. Additionally, cultural agility and communication skills are considered vital.

Finally, concerning Food and Beverage, interviewee 1 affirms that these skills are essential for the company. Soft skills are crucial for recruitment in a public-facing business. They also hold team-building sessions intermittently. When recruiting for part-time positions, candidates looking for those types of schedules, such as students, are sought to meet the needs of the enterprise. Introverted personalities are more suited to kitchen roles, while extroverted personalities are preferred for customer-facing sales manager positions, as providing excellent service is essential for this role. Interviewee 2 asserts that empathy is crucial. The added value of restaurants lies in how the customer is treated. Several establishments may dazzle clients with their impressive prices and quality, yet the reason they will return is how they are treated: "At the end of the day, it is the people who make the difference". Being welcomed cordially, friendly, and familiarly instead of impersonally is what keeps them coming back. Achieving this requires two things: making this profession a vocation and developing workers' social skills.

5. BEST PRACTICES

UPSKILLING AND RESKILLING

In each country that is represented in the Pantour consortium, partners have each selected, analysed and interviewed **5 best practices** in upskilling, reskilling, attracting/retaining staff in the five tourism sub sectors. The goal of the analysis is to have an inventory of innovative initiatives, projects, programs, philosophies, tools, methods, ideas, solutions, and concepts in relation to upskilling, reskilling, attracting, and retaining staff in order to improve the knowledge on digital, social, and green skills development in tourism.

In short, a Best Practice in upskilling, reskilling, attracting staff has all or many of these characteristics:

1 It has a clear goal.

2 It purposely addresses the bridging of existing skills gaps and future skills needs in tourism.

3 The organisation and individual staff members have a set of core values that strengthen their dedication, morale, and resolve a shared sense of purpose for the work.

4 It looks at urgent skills development challenges and human capital in their context – on macro level (sustainable/digital transition in tourism), sector/subsector level or skills level (digital, social, green skills).

5 It targets the underlying causes in addition to the challenge in upskilling and reskilling, attracting/retaining.

In the following sections, a short overview and analysis will be provided of each of the Best Practices investigated in the frame of the PANTOUR project.

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5.1 BEST PRACTICE: THE DEVELOPMENT OF YOUR TUI CAREER AS A MUST HAVE - TUI GROUP

TUI Group is currently working on the careers development and training of their teams. This initiative seeks to ensure promotion and continuity in the company.

5.1.1 Background information

TUI is one of the world's leading tourism groups. They count on strong tour operators, 1,200 travel agencies, 5 airlines, over 400 hotels and 16 cruise liners. This group that covers the complete value chain has a strong message in what concerns economic, environmental and social responsibility. Within TUI Group, the digital and sustainable transition is a key aspect for their development. This is something that is reflected in their business development.

In line with this sustainable transition, social skills training also plays an important role. When it comes to career development, TUI places particular emphasis on ensuring that its team is prepared to serve the customer successfully.

TUI Group has developed their own apps, to expand the idea of a "self-service". These are introduced for destination booking, cruisers, etc. Moreover, their online portals are into the top leading ones. To carry out their activity, they count on some important partnerships such as EasyJet and Booking.

5.1.2 Analysis and overview

Key principles

What has been identified in TUI as Best Practice are their Development Programmes. If we talk about the key principles for TUI Group, it is necessary to mention diversity and wellbeing. These two are very present in these Development Programmes. TUI Group carries out a program for their staff to know how to develop their career. The idea is to navigate their career with them, offering the convenient training aligned with the company principles and policies. These careers development focuses the most on the social skills that are needed. There is a lot of skills training currently going on for skills that are needed now but also for the near future as inclusion; but also putting the focus on new training to get as for all that concerns dealing with people with disabilities. They try to create networking groups that carry with them the possibility of learning from each other and sharing principles of the organisation as the team alignment. TUI Group creates different learning levels, to make the easiest for every employee for example taking into account their age.

Examples and case studies

Focusing on Spain, TUI is strengthening its presence in Palma (Mallorca). Spain suffers from the problem of talent drain, as does the UK, and TUI is committed to initiatives that can help to stop it.

On the 19th of January, they will holdthe TUI Job Day, a day where they invited talent to join their company, presenting the different job opportunities they offer in Palma.

Potential pitfalls and challenges

To implement this best practice, TUI Group have to face some challenges:

- Change of the leader spaces: for this group, it is important to adopt a more accessible and relatable leadership style. To get to this change, it would be important to change their spaces, so that the team sees this figure closer to them. As they affirm: "Their offices are places of collaboration, networking and creativity".

- Online vs face to face learning: they are trying to go back to face to face learning. Since Covid-19, it seems to be difficult to redirect the classes to this model, but talking about teamwork and social skills, they consider it very beneficial for its development.

- Qualification: following with the training in TUI Group, another key challenge concerns the qualification. The certification model for the UK doesn't match completely with the European one, so they are working on it so that everyone in the team can have their corresponding qualification no matter where.

Benefits and outcomes

TUI Group empowers their teams to build the best version of themselves, learning about the business and their customers but also about themselves to enhance their best skills. Companies can implement such practices to create a good working environment that helps retain talent.

Measuring success

A clear KPI for this initiative is measuring the staff turnover and the recruitment of new employees. If the team is happy with their work conditions, the company will experience a decrease in this staff turnover. As for the recruitment of new employees, this initiative is improving the employer brand image, leading to increased staff recruitment.

Responsibility and accountability

The Human Resources department has an important role in this initiative, not only to develop it but also to evaluate its results. They can identify the special needs for each employee, to adapt the training and his/her working position itself, so that they can carry out their job in the best way.

References and external resources

It is important to share their webpage, in which you can know more about TUI Careers: https://careers.tuigroup.com/

Conclusion

To inspire its customers, a company should start by motivating its employees. Through initiatives such as the TUI Group's career development programmes, the company can foster a culture where employees are motivated to continually develop their skills, leading to increased productivity and job satisfaction.

5.2 BEST PRACTICE: CLIMBING THE STAIRS TO PROMOTION - HOSBEC

The initiative that has been identified as a Best Practice of this organization is its career development program, specifically in the context of promotions. HOSBEC implements a continuous training process to enhance various skill sets. The primary objective is to create multidisciplinary job profiles, ensuring that current employees are well-prepared to apply for new positions or job profiles within the organization. This strategy holds substantial value, particularly considering the organization's rare initiation of external selection processes.

5.2.1 Background information

HOSBEC is the Hotel and Tourism Business Association of the Valencian Community (Asociación Empresarial Hotelera y Turística de la Comunidad Valenciana). Moreover, it is the destination entity of Benidorm, one of the most popular destinations of the Valencian Community.

HOSBEC is highly committed to digitalization and environmental sustainability. Concerning digitalization, the organization is consistently undergoing transformations, tailoring relevant training programs to accommodate emerging trends.

HOSBEC emphasizes the significance of actively listening to and observing the sector, while also supporting its associates in staying informed and fostering innovation. In terms of environmental sustainability, the organization is dedicated to promoting this message on a daily basis and modifying their workspaces to maximize sustainability. Additionally, HOSBEC has introduced electric bicycles to facilitate mobility during visits to their associates, effectively reducing their carbon footprint.

5.2.2 Analysis and overview

Key principles
For HOSBEC, there are 2 key principles:

● Adaptation by the company to its employees: this is a key aspect to achieve the working comfort in the company. This has to be well established according to the different profiles of the employees. Maybe some of them need more understanding about mobility, as they live out of Benidorm and have to travel everyday to the offices; or maybe others need more understanding about the autonomy and flexibility in scheduling as they have to get their children to the school.
● Well-coordinated communication of the team: it is a good option to create areas in which skills and information can be shared through the team members; and also, having weekly meetings for the committee (consisting of the Secretary General and the Heads of Department) to keep everybody updated.

Examples and case studies
The interviewee's journey exemplifies the company's successful internal promotion strategy. After almost twenty years in several roles within the organization, she was appointed as the esteemed General Secretary. Remarkably, her promotion led to a domino effect, allowing another internal candidate to assume her previous position. This showcases the company's devotion to nurturing and advancing talent from within.

Potential pitfalls and challenges

The biggest challenge facing HOSBEC, like much of the Spanish tourism sector, is the talent drain. The idea that "we are people working for people" must be present when working on the welfare of the workforce. By focusing on employee welfare, HOSBEC will retain and consolidate their teams. Furthermore, it is crucial to prioritise innovation to prevent the company from becoming outdated in the constantly evolving industry landscape.

Benefits and outcomes

The two main benefits that we can get from this initiative are:
● Efficiency in adapting to the new position, thanks to the already achieved skills
● In case of management roles, leadership by getting to know the team beforehand

This transfer of competences is generated in the weekly meetings that the committee holds, as mentioned above. Each department presents its situation and its new needs, so that not only that department is trained in them, but everyone is on the same page with regard to the development of digital, social or environmental competences that is carried out.

Measuring success

The success of this initiative is measured in the reduction of the cost of change due to adaptation to new positions. If these multidisciplinary positions were not developed, the company would have to spend a larger part of its budget on training people from scratch for the position they are to fill. The fact that all staff have common training to be able to cope with other positions when the time comes, ensures the success of the organisation. This is not only beneficial in terms of the cost of change but also in creating a high level of employee self-confidence.

Also, another tangible KPI is the amount of promotions produced in a year at the company compared to the ones in a similar organisation without multidisciplinary position.

Responsibility and accountability

Human Resources have to examine the current positions at the time of promoting some employees, and also, to adapt their training in view of these possible changes of job profiles.

References and external resources

This is the link to the new where HOSBEC informed that the new General Secretary was promoted: https://hosbec.com/hosbec-apuesta-por-la-continuidad-y-elige-a-mayte-garcia-corcoles-como-nueva-secretaria-general/

Conclusion

By valuing the company's people, training and taking care of the human capital, we will have a happy and motivated team that will gradually be able to move up in the company's organisation chart. With this initiative, HOSBEC guarantees trained relays throughout their professional career.

5.3 BEST PRACTICE: TOURISM CREATION FOLLOWING THE RIVER - RANASELLA (ESCUELA ASTURIANA DE PIRAGÜISMO)

RanaSella is a project developed by Ricardo Soto, who began to develop the descent of the river Sella as a tourist activity. This company generated new types of work in the area that did not exist until then, and which has led to the tourism phenomenon in Cangas de Onís. They developed an "Accessible Canoeing" initiative, which has been identified as their best practice. With it, they are including these people with disabilities in a recognised sporting activity, and training employees in social skills to be able to manage this relationship with them.

5.3.1 Background information

Ranasella is a company with more than 30 years of experience that was founded in 1991 as a canoeing school. The Sella was a river dedicated to salmon fishing, and when this species lost its abundance, Ricardo Soto started his tourist business, introducing the sporting activity of the descent of the Sella river as a tourist attraction. Today, Ranasella offers a wide variety of water and mountain activities, as well as some introductory courses in canoeing and ski-kayaking. It is a very small company, with an almost family environment of about 4-5 people. This makes the treatment very close and the experience more personalised.

5.3.2 Analysis and overview

Key principles

Accessibility is one of the key principles for RanaSella. Adapting spaces and activities to allow this segment of society to enjoy them is a reality that could drive change in the sector. In this aspect, RanaSella's collaboration with FEDEMA could make the company a pioneer in accessible active tourism. The key element in staff training is within the social component, since, in order to be able to attend to a public with a certain degree of disability, one must have certain social skills to deal with them.

In terms of staff training, different types of training are carried out, from the most technical to those related to the social and environmental competences of the staff.

As far as skills training is concerned, the digital component is practically non-existent, as the activity is closely connected to nature and has a small team, which leads to a personalisation of the customer experience that does not include digital programmes to manage their data. Given the high natural component of the activity, environmental skills are indispensable for their team. They are given the necessary skills training to know how to behave with and in nature. This is because all RanaSella's staff have previous training in sports activities in the natural environment. This requirement, the interviewee stresses, is important in order to form an environmentally prepared team.

RanaSella attaches great importance to the social component, stressing the importance of each person in his team doing what they like and being aware that they are just another part of the company's machinery and that they are always just one more, everyone is equal.

In addition, as RanaSella explains, their employees receives training on how to behave in nature, understanding how the whole ecosystem was formed and how to treat it with respect in order to maintain the biodiversity of the environment while carrying out the different activities of the company.

Examples and case studies

The case study demonstrates the remarkable conversion of the company's primary operations into an accessible format. This feat was accomplished by carefully modifying their boats and thoroughly educating their employees to

accommodate people with disabilities. Such an approach demonstrates the organization's steadfast dedication to inclusivity and emphasizes the importance of creating an environment that serves the requirements of a diverse clientele. The company's prioritization of accessibility not only enhances its societal impact but also sets an admirable example for other organizations to follow. This fosters a more equitable and accessible landscape within the industry.

Potential pitfalls and challenges

Ricardo highlights the problem of the previous reliance on training in sports activities and the lack of formal training for these activities. This is why Ricardo hires people who have worked in this field before and who have these skills.

For this reason, it is important to define the competencies necessary to develop the company's activity, and to bear them in mind when recruiting personnel. In the case of not finding people trained in them, it will be necessary to have people with previous experience in this activity or to develop this training from within the company.

Benefits and outcomes

In terms of skills development and human resources, this initiative positions RanaSella as the exclusive purveyor of adventure activities customized for individuals with disabilities in Asturias. Its societal impact acts as a positive example for other businesses to follow in the pursuit of accessible active tourism. By prioritizing proficient inclusivity and training, the corporation not only elevates its competencies but also makes a valuable contribution towards wider progress in accessible tourism options for people with disabilities. In addition, it can serve as an example for other companies, not only in the adventure activities sector, to develop this type of initiative.

Measuring success

A concrete way to evaluate the effectiveness of this initiative is by monitoring the number of sports activities that businesses provide for people with disabilities. This method facilitates a precise assessment of the initiative's aid in enhancing human resources and promoting skill enhancement within the industry.

Responsibility and accountability

For this Best Practices, all the team members would play an important role for its success. Everyone has to be aware of the principles that we share and the conditions of the people we are working with, for them to have a great experience.

This initiative is led together with FEDEMA, as mentioned earlier in the report. They report on the competences that are necessary to develop this accessible activity, so that staff can be trained in them to meet the needs of these clients with a certain degree of disability. Being a small team, this facilitates the monitoring of their personal development, so that training can also be adapted in a more personalised way.

References and external resources

This is the link for the official website of RanaSella, where there is more information about the company: https://www.ranasella.com/

Conclusion

Embracing social responsibility represents a crucial step for many companies toward fostering a more inclusive environment for all individuals. The case of RanaSella serves as a compelling example, highlighting how a long-standing company can effectively diversify its operations, thereby contributing to the enhancement of human capital within the organization.

5.4 BEST PRACTICE: THE HOTELS WHERE EVERYONE IS INCLUDED - ILUNION HOTELES

5.4.1 Background information

ILUNION Hotels was created in response to the general crisis in Spain in 2008. At that time, CONFORTEL's directors realised that they were a company that did not offer a differential value in terms of services, technology or facilities compared to other hotel companies. A change of strategy was needed.

This strategy was based on putting people at the centre. The employees became a group of interest ahead of even the customer. In addition, among the group of employees, priority was given to those who were difficult to integrate into the labour market: people with disabilities or who were vulnerable due to their origin, race, abuse or refugees. In order to achieve the insertion and professionalisation of these people, the involvement of the rest of the staff was necessary, creating internal mentoring programmes. The number of 12 hotels with 80% of their staff with disabilities was achieved, which represents some 700 people.

5.4.2 Analysis and overview

The company is 100% owned by the ONCE Foundation, which is an instrument of cooperation and solidarity of the Spanish blind towards other groups of people with disabilities to improve their living conditions.

Fundación ONCE's vision is to constantly evolve in the face of new challenges, in order to continue leading the social inclusion and autonomy of people with disabilities in a supportive and sustainable way.

Key principles

Belonging to the ONCE Foundation imprints character. ILUNION Hotels shares the same mission, vision and values.

In order to achieve its aims, the ONCE Foundation has set as its main actions:
- Promoting the full integration of people with disabilities in the workplace.
- The promotion of professional qualifications, job skills and personal and professional abilities, as determining factors in the level of employability of people with disabilities and, therefore, in the process of integration into the labour market.
- The promotion of universal accessibility and design for all.

We all have personal skills to discover. ILUNION Hotels' mentoring policy favours the discovery and strengthening of these skills. The human resources department closely monitors its employees, identifying their strengths and encouraging them to develop them, providing them with the appropriate training in each case. It is also possible to teach new tasks and new operations every day.

Examples and case studies

At ILUNION Hotels, the integration of psychologist-coaches within each establishment stands as a testament to their proactive approach in prioritizing employee well-being and fostering a conducive work environment. These dedicated professionals play a pivotal role in understanding the individual circumstances and challenges faced by employees, thereby facilitating the implementation of tailored solutions to address these issues. By delving into the intricacies of each employee's experiences, the psychologist-coaches not only offer a supportive and empathetic outlet for addressing personal and professional concerns but also act as advocates for promoting holistic well-

Through a comprehensive understanding of the unique needs and circumstances of their workforce, these psychologist-coaches aim to mitigate potential challenges and foster a harmonious work environment that prioritizes employee welfare. By proactively addressing issues related to work-life balance and mental well-being, ILUNION Hotels demonstrates a commendable commitment to creating a workplace culture that values the holistic health and happiness of its employees. This approach not only reflects the company's empathetic and people-centric ethos but also underscores its dedication to fostering a supportive and nurturing work environment that encourages personal and professional growth.

Furthermore, the presence of psychologist coaches within each establishment serves as a cornerstone of ILUNION Hotels' comprehensive employee welfare program, emphasizing the integral role of mental and emotional well-being in sustaining a thriving and productive workforce. By acknowledging the complex interplay between personal and professional challenges, the company proactively fosters an environment where employees feel supported, valued, and empowered to achieve a healthy work-life balance. This initiative not only underscores the company's commitment to employee welfare but also showcases its innovative and empathetic approach to fostering a workplace culture that prioritizes holistic well-being and personal development.

Potential pitfalls and challenges
ILUNION Hotels' ambitious endeavor to promote the advantages of social inclusion within the hospitality sector is not without its share of challenges and potential pitfalls. Despite the evident success and positive outcomes achieved by ILUNION Hotels, the task of driving widespread awareness and fostering a collective mindset shift among other industry players remains a significant obstacle. Encountering resistance from entrepreneurs and establishments entrenched in traditional business models poses a considerable challenge, as many perceive the adoption of social inclusion practices as a risky venture that could potentially disrupt their existing operational frameworks.

Navigating the complexities of ingrained mindsets and apprehensions surrounding change represents a formidable hurdle for ILUNION Hotels, as they strive to inspire a broader cultural shift toward embracing inclusive business practices within the hospitality sector. The reluctance to embrace change often stems from concerns over potential disruptions to established operational structures and the perceived risks associated with deviating from conventional business models. This resistance highlights the need for a comprehensive approach that not only showcases the tangible benefits of social inclusion but also addresses the apprehensions and uncertainties that hinder widespread adoption within the industry.

Furthermore, ILUNION Hotels' journey to advocate for social inclusion underscores the importance of fostering collaborative partnerships and fostering an open dialogue to encourage knowledge sharing and best practice dissemination within the hospitality sector. Overcoming resistance to change and addressing skepticism necessitate a strategic approach that emphasizes the long-term advantages and sustainable benefits of embracing social inclusion practices, thereby fostering a more inclusive and equitable industry landscape.

In their pursuit of advocating for social inclusion, ILUNION Hotels has encountered the inherent challenges of fostering a paradigm shift within the sector, highlighting the need for strategic and collaborative efforts to inspire industry-wide transformation. By acknowledging and addressing the potential pitfalls associated with promoting change, ILUNION Hotels is well-positioned to continue championing the values of inclusivity and driving meaningful impact within the hospitality industry.

Benefits and outcomes

The project's results have provided numerous tangible advantages, attesting to its remarkable success. ILUNION Hotels has not only accomplished remarkable financial growth with a remarkable 20% increase in profitability as gauged by EBITDA but has also illustrated the efficacy of its inclusive business model. The considerable increase in profitability not only enhances their financial position but also highlights the feasibility of their strategy in promoting sustainable and socially conscious business practices.

In addition, the notable enhancements observed in customer experience, reputation, and value proposition demonstrate the profound impact of the project in providing better service delivery and guest satisfaction. Through its commitment to prioritizing accessibility and inclusivity, ILUNION Hotels has created a welcoming environment that fosters meaningful connections with its diverse customer base. This has not only bolstered its reputation within the hospitality industry but has also established it as a beacon of excellence in providing exceptional and inclusive services.

From an employee and human capital perspective, ILUNION Hotels' project success is reinforced by its contributions to workforce development and talent management. Prioritizing the recruitment and retention of individuals with disabilities, ILUNION Hotels has created a diverse and inclusive workplace, fostering an environment that appreciates every employee's unique contributions and perspectives. This investment in human capital has not only brought about a strong sense of belonging and purpose within their workforce but has also established ILUNION Hotels as an exemplary employer dedicated to fostering an inclusive and equitable work culture.

Ultimately, the wide-ranging advantages and results of this program highlight the transformational influence of prioritizing accessibility, inclusivity, and human capital development. Through its steadfast adherence to these fundamental tenets, ILUNION Hotels has not only attained laudable financial achievements but also positioned itself as a pioneer in promoting social accountability and cultivating a comprehensive and fair society.

Measuring success

Ilunion Hotels' achievements can be evaluated on several fronts, including financial performance, guest satisfaction, and social impact. Their EBITDA growth and profitability illustrate their financial performance, while their focus on guest satisfaction has resulted in an improved customer experience, reputation, and value proposition. Additionally, they demonstrate their positive influence on society by offering job opportunities for those with disabilities and providing accessible services for disabled guests. This aligns with their overall goal of promoting inclusivity and accessibility.

Responsibility and accountability

The implementation of the Best Practice at ILUNION Hotels is underpinned by a robust framework that places a significant emphasis on the critical role of the Human Resources department in fostering a supportive and inclusive work environment. Recognizing the unique needs and requirements of a workforce predominantly comprising individuals with disabilities or at risk of social exclusion, the Human Resources team assumes a multifaceted responsibility that extends beyond conventional administrative tasks.

At the core of their responsibilities, the Human Resources department at ILUNION Hotels assumes a pivotal role in orchestrating a comprehensive support system that prioritizes the well-being and professional development of each employee. This entails a proactive approach to closely monitoring and addressing the specific requirements and challenges faced by employees, ensuring that the workplace environment remains conducive to their individual needs. By fostering a culture of open communication and inclusivity, the Human Resources team facilitates an ongoing dialogue with employees, encouraging them to voice their concerns and requirements, thereby enabling the organization to tailor its policies and practices to accommodate diverse needs.

Furthermore, the Human Resources department at ILUNION Hotels is instrumental in driving the implementation of tailored training programs and initiatives that cater to the unique skill development and career progression requirements of the workforce. By designing specialized training modules and skill enhancement workshops, the Human Resources team empowers employees with the necessary tools and resources to thrive in their roles and contribute meaningfully to the organization's success. This approach underscores the organization's commitment to nurturing a dynamic and inclusive work environment that fosters professional growth and personal development for all employees.

Through their dedicated efforts and proactive approach, the Human Resources department at ILUNION Hotels serves as a key enabler in promoting an inclusive and supportive workplace culture that places employee well-being and development at the forefront. By championing a people-centric approach and fostering a collaborative and empowering work environment, the Human Resources team upholds the organization's commitment to creating a workplace that values diversity, nurtures talent, and promotes a culture of inclusivity and equality.

ILUNION Hotels, not only promotes social advancement but also leads to significant economic benefits. Thus, it is essential for all hotels, irrespective of whether they're part of a chain or operate independently, to consider the tactical incorporation of individuals with disabilities and those at risk of exclusion into their workforce. By utilizing the potential of human resources, hotels can create a diverse, all-encompassing, and flourishing working atmosphere. This can foster augmented productivity, originality, and the overall progress of the business.

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For McDonald's, employee well-being is essential.

5.5 BEST PRACTICE: SUSTAINABLE DEVELOPMENT FOR FAST FOOD - MC DONALD'S

McDonald's Spain is carrying out various initiatives in which, with the help of digitalisation, it offers a better service to both customers and its own employees. The company seeks to offer quality employment that allows employees to combine their personal lives with their work. In addition, they take great care for a sustainable development of their company, implementing all possible changes in their production and service.

5.5.1 Background information

Mc Donald's is a multinational fast-food corporation in the restaurant sector. In Spain there are 585 restaurants, 90% of which are franchised. Turnover is 1,510 million euros in 2022 and they have just over 22,000 employees.

5.5.2 Analysis and overview

Key principles

For McDonald's, employee well-being is essential. The company emphasises the importance of the employee feeling at ease in the company in order to be able to offer a good service to the customer. Technology plays an important role in many aspects of their business, but it can never replace the employee when it comes to customer service, so a good human touch is a must, not only with customers but with their colleagues.

For example, McDonald's have launched a campaign called ¿Hacemos Match? (do we match?) in which employees have primary interviews with an HR manager via their own mobile phone, and if they are successful, they move on to a face-to-face interview. One of the aspects most sought after by the employer is a person with a positive attitude, to ensure the creation of a good working environment.

Examples and case studies

In the development of human resource management, digitalisation plays an important role. It makes it possible to create several platforms to develop certain company processes.

Let's take the example of 3 of them:

● The issue of shifts is managed with a platform called Workforce, which manages a series of inputs: sales, holidays, trends, etc.; it reports the need for personnel every half hour. In this way, the presence of employees is strengthened in those hours or days in which the volume of work will be greater and the staff is adjusted for those hours or days in which the presence of the entire team is not so necessary. It also studies the product mix: 3,000 euros generated in an hour on ice cream is not the same as on menus that require less manpower to produce.

● Thanks to another tool called Campus, McDonald's provides employees with all the necessary training through this platform. For example, when a new hamburger is launched on the market, it is on this platform that employees will find all the information needed to learn about this new process.

● McDonald's has launched a campaign called Hacemos Match. With it, the company seeks to enable its employees to combine their professional life with their personal life, adapting to the needs of each of its employees. McDonald's has a tool through which employees can provide information on the need for salary advances (due to personal, family issues... etc.) and it is sent to the employee in the form of bizum.

Potential pitfalls and challenges

One of the potential challenges for the company is to know the profile of its employees in order to meet their needs. In the case of customers, technology helps us to know their preferences through their purchases, but in the case of employees, we will have to look for methods to measure their satisfaction and find out what they lack.

Benefits and outcomes

By introducing tools like these in the company, the employee's conditions improve exponentially. Feeling listened to, with the opportunity for training and seeing that the company is adapting to their needs, leads to good productivity and development of their job.

Measuring success

A good example of a KPI could be measuring the productivity of the team after a new training or a new wellbeing campaign launched by the company. Also, it would be interesting to share a periodic survey to ask about the situation of the employees in the company, asking them what they like and what they don't like in order to adapt the following strategies and campaigns to their needs.

Responsibility and accountability

The Human Resources department plays a very important role in the development and success of these initiatives. For all these initiatives to work, such as the Hacemos Match campaign, there always has to be a person from the human resources department to follow up with the employees and to adapt to their personal situation as much as possible.

References and external resources

As an example of the case studies, here is the link in which the campaign ¿Hacemos match? is presented: https://mcdonalds.es/empresa/sala-de-prensa/campana-empleo-match-flexibilidad-formacion-buen-ambiente-trabajo

Conclusion

As the interviewee said "People smile because their needs are met". The company will have to find a way to analyse and understand our employees so that customer relations and the working environment are excellent.

tour/

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Appendix 1. Examples of Digital training providers

Training provider name: CEOE (Confederación Española de Organizaciones Empresariales) and the Ministry of Education and Vocational Training.
Website: https://www.trabajamosendigitalceoe.es/solicita-plaza-ceoe/?utm_source=CROEM
Type of provider: Trade association
Covered skills types: • Being digitally literate • Online marketing & communication • Mobile technologies
Methods of delivery (i.e., online/class; modules/courses/trainings, certification): This training is developed through online classes, giving a virtual formation that is tutored by experts. This course is free and official. If you pass this course, you will get a certificate issued by the Ministry of Education and Vocational Training. With that certificate, you can request a professional qualification that will verify that you're trained in Digitalisation implemented in the Professional Environment. This course is aimed at workers: employed, self-employed, ERTE (Record of Temporary Employment Regulation) and armed forces. The total duration of the course is 30 hours that are divided in 6 weeks. Between the skills achieved with this course, the candidates are learning to: • Use current technologies, as well as their different tools and functions that set up the programmes involved. • Look for, store and organise digital content, not only in the professional tasks but also in the personal ones. • How to develop the content creation and implement it to communicate. • Be cautious and ensure security in the network. Regarding this, it will also teach how to solve problems that may appear while being online.

Training provider name: CESAE Business & Tourism School
Website: https://www.cesae.es/curso-big-data-business-analytics-sector-hotelero?gclid=CjwKCAiAjs2bBhACEiwALTBWZQhQBAJ2-SjTysEcWwsQgUwfnqZLJ8_7brbU7RQ52Gl4UEmxe64uYRoCrzIQAvD_BwE
Type of provider:

Private training provider
Covered skills types: • Online marketing & communication • Big Data Analytics
Methods of delivery: This course is developed through online classes, promising their students a personalised mentoring and being flexible in what concerns to timetables. The certification that you will get with this course is the proprietary title of the CESAE Business & Tourism School. This course lasts 100h. Its methodology consists of online classes plus another complementary training. This classes are uploaded in the website so that the students can organise themselves and adapt the training to their needs. Also, regarding to this complementary trainings, they will have some webinars that are also available online and, besides, some seminars that take part on-site but they will also be posted on the website. Finally, you will have the vocational training in a company, that you can choose to at the end of the course or while progressing through the program. Amongst the skills achieved with this course, the candidates are learning to: • Use Big Data, analysing data bases and learning about technical language and tools • How to implement this use of Big Data in business and how can it help in the development of new products. • Position Big Data as a lever for innovation.

Training provider name: Tokio. New Technology School
Website: https://enter.tokioschool.com/robotica-orientada-inteligencia-artificial/?MLL=6506&gclid=Cj0KCQiAsdKbBhDHARIsANJ6-jfMIbR__fPclJknnVJYNloPLWfV19mgSABUEKa6nUXdqxD-Ozusgr8aAg3eEALw_wcB
Type of provider: Private training provider
Covered skills types: • Artificial intelligence
Methods of delivery of this provider: This in an online course to get a certification in robotics and artificial intelligence. The course lasts a total of 400 hours. You will have to do external interships in companies, which are between 60 and 300 hours. The teachers of the course are specialists in the field, who have a current overview of the sector. Amongst the skills achieved with this course, the applicants are learning to: • Being literate in robotics

- Learn how to develop artificial intelligence and test it with a simulator
- Engage in robotics and automation learning

Training provider name: Universidad de Valencia	
Website: https://postgrado.adeituv.es/es/cursos/%C3%81rea_jur%C3%ADdica_y_social-2/22223620/datos_generales.htm?gclid=Cj0KCQiAsdKbBhDHARIsANJ6-jfMBj-dSlOoUTWoVY2l5hpHcCcONfyezSDMKhlSiNo-MBCQHRHi-WEaAjzbEALw_wcB	
Type of provider: University	
Covered skills types: • Online marketing and communication •	

Methods of delivery:
This is a university specialized online course, addressed to people whose degree is related to the tourism sector or people whose work takes part on it. It is developed in the virtual classroom of the University of Valencia.
The course lasts 3 months, in which the timetables are up to the student taking into account the online methodology.
Amongst the skills achieved with this course, the candidates are learning to:
- Design a strategic digitalisation plan
- Select and analyse new sources of information
- Learn how to adapt to new environments and trends

Training provider name: IT Institute	
Website: https://es.it-institute.org/ceh-certified-ethical-hacker/?gclid=Cj0KCQiA1NebBhDDARIsAANiDD3ED8XsCfZNdH7c-KcfKXeyCdoEVV2NrRwm2ueXo7uBIRlNfOdY4uAaAiisEALw_wcB	
Type of provider: Private training provider	
Covered skills types: • Digital security • Privacy and ethics • Virtual and augmented reality	

Methods of delivery (i.e., online/class; modules/courses/trainings, certification):
This is an online course for the candidates to become certified ethical hackers. To overcome digital attacks, it's important to know how piracy works first hand.
The training lasts 40 hours in total and it's addressed for the systems experts, technology consultants, internal and external system auditors, administrators and company IT security experts. It includes official learning materials and certification. This CEH certificate is issued by the EC-Council.
Amongst the skills achieved with this course, the candidates are learning to:

- Deal with malicious attacks to the company system
- Defend themselves no matter what platform they are working in: Linux or Microsoft
- Scanning, testing, hacking and securing their own systems

Training provider name:
IM Digital Business School
Website:
https://www.im.education/master-trafficker-digital/
Type of provider:
Private training provider + University
Covered skills types:
- Mobile technologies   - Online marketing & communication   - Virtual and augmented reality
Methods of delivery:
This training consists in a university master's degree that will give appropriate knowledge to the candidates about Traffic Management and Leads Generation. It teaches the students how to use essential tools for digital marketing as the well know SEO, SEM and social ads. This way, they get the know-how for gaining a good position for the company they work in.   The duration of the course is 6 months that corresponds to 1500 hours. Throughout this course, the candidates have some options to choose between: on-site, online or video on-site, that would be a mix of the previous two.   It's considered a high performance program, so the students acquire more competences and their agenda is more in-depth. For this reason, candidates will obtain a double certification, that will be official as this school has a collaboration with the Universidad Abet Olbia CEU.   Between the skills achieved with this course, the candidates are learning to: - Use and manage SEO   - Make contact with different Google tools: Google Ads, Google Analytics, Google Tag Manager

Training provider name:
IM Digital Business School
Website:
https://www.im.education/master-digital-management/
Type of provider
Private training provider + University
Covered skills types
- Virtual and augmented reality   - Mobile technology   - Online marketing & Communication
Methods of delivery:
This training is considered a university double master's degree. It is an international master's degree in digital management in which the students will focus in the 3 main action issues of a company: communication, marketing and digital business. As it's a

double master's degree, its duration is longer than the rest of the previous trainings. The duration will consist in 24 months (3150 hours in total) and you can choose between on-site, online or video on-site.

As the previous training we have talked about, this one is also considered a high performance program and consequently candidates will obtain the double certification.

Between the skills achieved with this course, the candidates are learning to:
- Use the digital marketing tools and trends
- Develop digital creativity in the brand, blogs...
- Obtain online users loyalty
- Apply Google tools and Social Ads

Training provider name:
Google Activate
Website: https://learndigital.withgoogle.com/activate/course/cloud-computing?utm_source=fundae&utm_medium=web&utm_campaign=cloud-computing
Type of provider Private training provider
Covered skills types   • Being digitally literate   • Digital security   • Big data analytics
Methods of delivery This is an online course which is powered by Google and develops the key issues of Cloud Computing. It belongs to Google Actívate platform, which promotes digital competences and, overall, work on internet. It's totally free and everyone can access it without any requirement. It's developed by EOI and red.es.   It lasts 40 hours in total divided in 7 modules and is for beginners. When participants complete this course, they will receive a certification accredited by the EOI. As it is online, you can find the different video tutorials to achieve it.   Amongst the skills achieved with this course, the candidates are learning to: • Innovate at the same time that costs are reduced   • Know more about the cloud infrastructure   • Cybersecurity

Training provider name:
Google Activate
Website: https://learndigital.withgoogle.com/activate/course/ecommerce?utm_source=fundae&utm_medium=web&utm_campaign=ecommerce
Type of provider: Private training provider
Covered skills types: • Big data analytics   • Online marketing & communication

• Mobile technology

Methods of delivery:
 This is an online course that also belongs to Google Actívate platform. Candidates will learn the key aspects of e-commerce through video tutorials that will be available for them. This course is also unlimited so that everyone can access. The course lasts 40 hours divided in 8 modules and is for beginners. The certificate given at the end of the training is accredited by EOI and Red.es, so it's considered a recognised certification. Amongst the skills achieved with this course, the candidates are learning about:
    • Different types of e-commerce
    • Distribution and logistics
    • Social media in e-commerce
    • Mobile commerce
    • Digital advertisement
    • Google search engine (SEO, SEM, Colibri)

Training provider name: Universidad Rey Juan Carlos
Website: https://www.urjc.es/component/k2/796-master-en-e-commerce-y-marketing-digital-ecommaster
Type of provider: University

Covered skills types:
    • Big data analytics
    • Online marketing & communication
    • Mobile technology

Methods of delivery:
 This training is a university master's degree about e-commerce and digital marketing that is called "Ecommaster". The execution of this degree can be on-site and online. The duration of the course is approximately 8 months; in which it is necessary to complete 300 hours on-site. With this training, you get a proprietary title of the University Rey Juan Carlos.
Amongst the skills achieved with this course, the candidates are learning about:
    • Enterprise and directive development (management, internationalisation…)
    • Online marketing (SEO, PPC, web analytics…)
    • Social Media (e-branding and online reputation)
    • E-commerce (cloud computing, payment methods…)
    • Creativity and promotion (e-commerce design and Photoshop as a communication strategy)

Appendix 2. Examples of 'Green' training providers

Training provider name: Tech España School of Business
Website: https://www.techtitute.com/escuela-de-negocios/master/master-turismo-sostenible?gclid=Cj0KCQiAsdKbBhDHARIsANJ6-jerL10rGbu0phC43po6wpmbrIrku5MK_NtailipPEcafsRhfXUxl4UaAh1LEALw_wcB
Type of provider (see list above):   Online university
Covered skills types (see list in *General Introduction*):   • Sustainability communication   • Environmental management
Methods of delivery (i.e., online/class; modules/courses/trainings, certification):   This is a master's degree with a proprietary title in Sustainable Tourism. This training is focused on preparing the candidates to manage companies by seeing sustainable tourism as a strategic, international and innovative perspective.   This training lasts 1 year, completing a total of 1500 hours, in which besides learning theoretically, the students analyse real case studies. The agenda is divided into 10 modules.   Between the skills achieved with this course, the candidates are learning about: • Management of sustainable touristic spaces and heritage   • Marketing and communication for innovating in tourist markets   • Tourism and local development cooperation

Training provider name: Tech España, School of Engineering
Website: https://www.techtitute.com/ingenieria/master/master-ecologia-conservacion?gclid=Cj0KCQiA1NebBhDDARIsAANiDD2x_cbFUhFPhsZQ2jeMu0O8MV89zb5k2HfVmeeTNesPIqFRmlfQXCYaAvJHEALw_wcB
Type of provider (see list above):   Online university
Covered skills types (see list in *General Introduction*):   • Conservation of biodiversity   • Environmental management

Methods of delivery (i.e., online/class; modules/courses/trainings, certification):
This is a master's degree with a proprietary title in Conservation Ecology. It's intended primarily for engineering graduates, as these are two subjects that nowadays have to be in sync. This training lasts 1 year, completing 1500 hours divided into 10 modules. Amongst the skills achieved with this course, the candidates are learning about:
- Ecology
- Management and conservation of wildlife
- Diagnosis of geography and landscape

Training provider name:
Institute Superior del Medio Ambiente

Website:
https://www.ismedioambiente.com/programas-formativos/especialista-en-turismo-sostenible-gestion-de-alojamientos-y-actividades-de-ecoturismo/?gclid=Cj0KCQiAsdKbBhDHARIsANJ6-jc4_mGG_lAafySc0g0aVhUwuI2fdxHlYHCuILtG55QKFjGAWQ8S4fUaAgSlEALw_wcB

Type of provider (see list above):
Private training provider

Covered skills types (see list in *General Introduction*):
- Sustainability communication
- Environmental management

Methods of delivery (i.e., online/class; modules/courses/trainings, certification):
This training gives the participants tools to manage tourism from a sustainable point of view. They will not only learn about accommodation but also the development of ecotourism activities and by the end of the course, they will achieve a proprietary title of the institute (ISM).
This course is online and lasts 320 hours in total, divided into 4 modules. The virtual classroom is available 24 hours a day for the students to organise themselves.
Amongst the skills achieved with this course, the candidates are learning about:
- Sustainable development of tourism
- Design and commercialisation of ecotourism
- Itinerary design
- Creation and management of rural accommodation

Training provider name:
Instituto Superior del Medio Ambiente

Website:
https://www.ismedioambiente.com/programas-formativos/turismo-rural-y-desarrollo-sostenible/

Type of provider (see list above): Private training provider
Covered skills types (see list in *General Introduction*): • Environmental management
Methods of delivery (i.e., online/class; modules/courses/trainings, certification): These training classes are developed online in the Virtual Campus of the ISM. The agenda is divided into 6 units about environmental management. The course lasts 1 year, having a total duration of 60 hours. The certificate that candidates will achieve with this course is a proprietary title of the institute holding the course (ISM). Amongst the skills achieved with this course, the candidates are learning about: • Sustainable tourism in Spain • Environmental impact on tourist destinations • Environmental management programs

Training provider name: Instituto Superior del Medio Ambiente + Universidad Nebrija
Website: https://www.ismedioambiente.com/master/master-online-en-gestion-ambiental-en-la-empresa/
Type of provider (see list above): Private training provider + University
Covered skills types (see list in *General Introduction*): • Resource-efficiency • Climate change and transition to low carbon economy • Environmental management
Methods of delivery (i.e., online/class; modules/courses/trainings, certification): This university master's degree comes from the cooperation of the Higher Institute of Environment and the Nebrija University. It gives the candidates the necessary tools for leading with sustainable growth in the business field. With this course, students will receive an official certificate from Nebrija University. This training can be held online or on-site and lasts 1200 hours. Amongst the skills achieved with this course, the candidates are learning about: • Company waste management, contaminated soils and water • Energy saving and efficiency • Dealing with climate change regarding to energy transition

Training provider name: EOI (Escuela de Organización Industrial)

Website: https://www.eoi.es/es/cursos/16526/master-en-gestion-medioambiental-y-sostenibilidad-madrid
Type of provider (see list above): Private training provider

Covered skills types (see list in *General Introduction*):
    • Resource-efficiency
    • Climate change and transition to low carbon economy
    • Conservation of biodiversity
    • Sustainability communication
    • Environmental management

Methods of delivery (i.e., online/class; modules/courses/trainings, certification):
This training is developed on-site in Madrid. It lasts 10 months, including 600 hours of lectures plus the final project. It is aimed at engineering graduates who want to be qualified for approaching their professional performance in a sustainable way.
Amongst the skills achieved with this course, the candidates are learning about:
    • Energy and climate change
    • Atmosphere, water and soil pollution
    • Environmental legislation

Training provider name: SICTED
Website: https://formacion.calidadendestino.org/topics/cursos-para-empresas-adheridas-al-sicted/
Type of provider (see list above): Private training provider

Covered skills types (see list in *General Introduction*):
    • Resource-efficiency
    • Climate change and transition to low carbon economy
    • Conservation of biodiversity
    • Sustainability communication
    • Environmental management

Methods of delivery (i.e., online/class; modules/courses/trainings, certification): This training takes part in SICTED. It is a project which is focused on improving the quality of tourist destinations. On this platform, you can find a variety of courses, addressed to any job position and with a short duration. Among them, there is this training about the Sustainable Development Objectives (SDO), that focuses on how tourism can contribute to meeting of these goals. It lasts 2 hours.

Training provider name: Universidad Católica de Ávila

Website: https://www.imf-formacion.com/masters-profesionales/master-en-gestion-del-medio-ambiente
Type of provider (see list above):   University
Covered skills types (see list in *General Introduction*):   • Resource-efficiency   • Climate change and transition to low carbon economy   • Sustainability communication   • Environmental management
Methods of delivery (i.e., online/class; modules/courses/trainings, certification):   This training instructs participants to face the resource depletion, pollution and waste of biodiversity that the world is experiencing. The course is addressed to anyone despite their previous training that wants to get involved in the management of environmental change. It lasts 1500 hours and you can take it between 9 and 24 months. As candidates finish this course, they will get 2 master's degree certificates: one from the Catholic University of Ávila and another one from the IMF Smart Education. Furthermore, they will be certified as an Internal Environmental Auditor according to ISO 14001 by IMF Smart Education.   Amongst the skills achieved with this course, the candidates are learning about: • Preventive and corrective measures for the environment   • Environmental ethics and legislation   • Different types of pollution   • Corporate social responsibility

Training provider name: HOSTELTUR Academy
Website: https://www.hosteltur.com/academy/cursos/sostenibilidad/curso-descarbonizacion-y-adaptacion-al-cambio-climatico-como-oportunidad-para-destinos-y-empresas-turisticas
Type of provider (see list above):   Private training provider
Covered skills types (see list in *General Introduction*):   • Climate change and transition to low carbon economy   • Environmental management
Methods of delivery (i.e., online/class; modules/courses/trainings, certification):   This is an online course that deals with the opportunities for touristic destinations and companies based on the low carbon economy and the adaptation to climate change. It lasts 20 hours and is developed by HOSTELTUR Academy, the training platform that grows from HOSTELTUR as the most useful and loyal communication medium in the tourism sector.   Amongst the skills achieved with this course, the candidates are learning about: • Resilience facing the changing environment

• Develop low carbon economic activities and strategy in tourism sector

Training provider name: UNIR. La Universidad de Internet.
Website: https://estudiar.unir.net/es/es-esp-ma-ing-master-energias-renovables/?utm_source=google&utm_medium=busqueda&utm_content=bus&advertisingchannel=adwords_busqueda&utm_campaign=google_unireu_es_bus_ig_1104_tr-pro_grifo&wcmp=16648164950&wmatch=p&wkwd=formacion%20energias%20renovables&wad=589082494452&wpos=&wdt=c&wdm=&gclid=Cj0KCQiA1NebBhDDARIsAANiDD2iVBOHIP3SbWZpb_JVzP-AglitBg8f0ieoqzPoxh_kfK3EveS-dUgaAjKcEALw_wcB
Type of provider (see list above):   Online university
Covered skills types (see list in *General Introduction*):   • Resource-efficiency   • Climate change and transition to low carbon economy   • Environmental management
Methods of delivery (i.e., online/class; modules/courses/trainings, certification):   This is an online university master's degree. All classes are held on the online platform of UNIR university and they will get an official certificate when they complete the academic year in which it takes place. Students are going to be able to choose between taking their exams online or on-site. Also, they will have a list of school centres all over Spain to choose between. Anyone can access this course but it belongs to the Engineering and Technology School.   Amongst the skills achieved with this course, the candidates are learning about: • Impact of the implementation of renewable energies   • Usability of renewable resources   • Development of renewable energies projects

Training provider name: Universidad Complutense de Madrid
Website: https://www.ucm.es/estudios/master-medioambiente
Type of provider (see list above):   University
Covered skills types (see list in *General Introduction*):
Methods of delivery (i.e., online/class; modules/courses/trainings, certification):   This on-site university master's degree is a combination of environmental and social training. Its main topic is the environment but with a social approach: how does this environment impact society. It lasts an academic year and is mostly addressed for Social Sciences graduates.   Amongst the skills achieved with this course, the candidates are learning about:

- Administration in business of environmental subject
- Management and consulting
- Face environmental problems, at a local and global scale

Appendix 3. Examples of Social/Cultural training providers

Training provider name: Universidad Europea Miguel de Cervantes
Website: https://www.formacionalcala.com/es/psicologia/cursos-online/habilidades-sociales#certificacion
Type of provider (see list above):   University
Covered skills types (see list in *General Introduction*):   • interpersonal and intrapersonal skills;   • lifelong learning capabilities;   • competences for managing personal relationships, demonstrating empathy, and cooperating with others;   • showing a positive attitude, respect, inclusivity, and intercultural sensitivity;   • making appropriate contact and active listening skills;
Methods of delivery (i.e., online/class; modules/courses/trainings, certification):   This is an online course that develops social skills. It lasts 250 hours and is certified by the European Miguel de Cervantes University with a proprietary certificate. It is mostly addressed towards psychology graduates.   Amongst the skills achieved with this course, the candidates are learning about: • Cognitive underpinnings of social behaviour   • Communication based on social behaviour   • Methodology for training social skills

Training provider name: Universidad Isabel I
Website: https://www.formacionalcala.com/es/enfermeria/masters-online/master-en-habilidades-sociales-y-gestion-emocional?_gl=1*1d0ketm*_up*MQ..&gclid=Cj0KCQiA1NebBhDDARIsAANiDD137cBouUxQnIO94qZMwnIso-EVlMCtdTm_Jp04OHKmp9ShPzpkc2waAs7eEALw_wcB#certificacion
Type of provider (see list above):   University

Covered skills types (see list in *General Introduction*):
- interpersonal and intrapersonal skills;
- lifelong learning capabilities;
- competences for managing personal relationships, demonstrating empathy, and cooperating with others;
- showing a positive attitude, respect, inclusivity, and intercultural sensitivity;
- making appropriate contact and active listening skills;

Methods of delivery (i.e., online/class; modules/courses/trainings, certification):
This is an online course that develops social skills and emotional management. It lasts 1500 hours and is certified by the Isabel I University with its proprietary certificate. It is addressed towards an immense variety of graduates.
Amongst the skills achieved with this course, the candidates are learning about:
- Identify the influence of emotional intelligence on effective leadership in health, as well as the behaviours that the leader and his or her team should develop in these areas.
- Strategically manage stress, moods and conflict in healthcare organisations.
- Methodology for training social skills

Training provider name:
Innovtur Centro Virtual de Formación Turística

Website:
https://www.innovtur.com/curso-turismo-accesible-e-inclusivo-planificacion-y-gestion/

Type of provider (see list above):
Private training provider

Covered skills types (see list in *General Introduction*):
- accessible tourism provision for those with disabilities

Methods of delivery (i.e., online/class; modules/courses/trainings, certification):
This is an online course that introduces participants to accessible tourism, identifying its needs and raising awareness about them. This training is completely online and its duration is 40 hours. It is addressed towards tourism sector employees but also for technicians from the local and autonomic administrations in charge of managing tourism. The course is divided into 4 modules that will develop this accessible tourism, its market, its product designs and its marketing. Candidates will get a non-official certification at the end of the course.
Amongst the skills achieved with this course, the candidates are learning about:
- Studying accessibility barriers in destinations and some alternatives to improve this matter
- Knowledge of customer service in this type of tourism

Training provider name: Cursos Femxa.es + Universidad de Nebrija
Website: https://www.cursosfemxa.es/mediacion-resolucion-conflictos-online-privado-curso
Type of provider (see list above): Private training provider + University

Covered skills types (see list in *General Introduction*):
    • interpersonal and intrapersonal skills
    • lifelong learning capabilities
    • competences for managing personal relationships, demonstrating empathy, and cooperating with others
    • showing a positive attitude, respect, inclusivity, and intercultural sensitivity
    • making appropriate contact and active listening skills
    • competences that promote social progress which recognizes the needs of everyone

Methods of delivery (i.e., online/class; modules/courses/trainings, certification):
This is an online course offered by a training platform that cooperation with Nebrija University. This training lasts 50 hours and classes are fully online each Wednesday and Friday. Participants will get by the end of the course a double certification: one of these is a private training provider and another one an official one from Nebrija University. This course is divided into 4 units about mediation and conflict resolution. Amongst the skills achieved with this course, the candidates are learning about:
    • Managing conflict
    • Processes of mediation
    • Mediation models
    • Mediation techniques

Training provider name: Cursos Femxa.es + Universidad de Nebrija
Website: https://www.cursosfemxa.es/mejora-comunicacion-equipo-online-privado-curso
Type of provider (see list above): Private training provider + University

Covered skills types (see list in *General Introduction*):
    • interpersonal and intrapersonal skills
    • lifelong learning capabilities
    • competences for managing personal relationships, demonstrating empathy, and cooperating with others
    • showing a positive attitude, respect, inclusivity, and intercultural sensitivity
    • making appropriate contact and active listening skills
    • competences that promote social progress which recognizes the needs of everyone

Methods of delivery (i.e., online/class; modules/courses/trainings, certification): This is also an online course offered by a training platform that cooperates with Nebrija University as the previous one mentioned. This training lasts 30 hours and classes are

fully online each Wednesday and Friday. Candidates will get by the end of the course a double certification: one of these is from private training provider and another one from an official one from Nebrija University. This course is divided into 7 units about team communication. Between the skills achieved with this course, the candidates are learning about:

- Effectiveness communication and assertive behaviour
- Team typologies
- Improving team performance and effectiveness in conflictive situations

Training provider name: SICTED
Website: https://formacion.calidadendestino.org/courses/modulo-22-turismo-accesible/
Type of provider (see list above): Private training provider
Covered skills types (see list in *General Introduction*): • accessible tourism provision for those with disabilities
Methods of delivery (i.e., online/class; modules/courses/trainings, certification): This is a training that takes part in SICTED. It is a project which aims to improve the quality of tourist destinations. In this platform, you can find a variety of courses, addressed towards any job position and with a short duration. Among them, there is this training about Accessible Tourism, that focuses on how destinations and companies can adapt their infrastructures to allow everyone the possibility to have their tourism experience. It lasts 1 week.

Training provider name: Predif
Website: https://www.accessiblemadrid.com/es/blog/predif-cursos-de-turismo-accesible-y-atencion-al-cliente-con-discapacidad
Type of provider (see list above): NGO
Covered skills types (see list in *General Introduction*): • accessible tourism provision for those with disabilities
Methods of delivery (i.e., online/class; modules/courses/trainings, certification): PREDIF is the State Representative Platform of People with Physical Disability. They work to improve quality lifestyle for people with high physical disability. They have this training program named "Accessible Tourism and Customer Service for People with Disabilities or Other Diverse Needs" to inform and train students and professionals how to improve accessibility and customer service in destinations and establishments. These courses are on-site and have a duration of 8 hours. They provide a certificate for the attendants at the end of the training. Amongst the skills achieved with this course, the participants are learning about: • Impact of tourism habits of people with disabilities on the tourism sector. • Good practices of Accessible Tourism in Spain

• Basic legislation on Accessibility and Accessible Tourism of obligatory compliance.
• How to improve the accessibility of tourist resources?
• How to organise accessible tourist activities?
• How to accomplish a self-diagnosis of accessibility and offer information to the client in a correct way?

Training provider name:
EUROINNOVA. International Online Education. + Universidad Europea Miguel de Cervantes
Website:
https://www.euroinnova.edu.es/curso-universitario-agente-igualdad-oportunidades-mujer?utm_campaign=black-friday-2022&gclid=CjwKCAiApvebBhAvEiwAe7mHSAOUIhrat4IuIfyiZG2TOUON0SjFyX9BJMHBKnqLBBXpj5XFlXq0qBoCxdgQAvD_BwE#
Type of provider (see list above):
Private training provider + University
Covered skills types (see list in *General Introduction*):
• cross-cultural understanding, supporting diversity, gender and racial equality;
• competences that promote social progress which recognizes the needs of everyone;
• promoting fair pay and working conditions in tourism
Methods of delivery (i.e., online/class; modules/courses/trainings, certification):
This training course prepares participants to be Equal Opportunities for Women Officers. It lasts 300 hours and at the end of it they are certified for this job position with their own university title from Miguel de Cervantes European University. Classes are online and agenda is divided into 3 modules.
Amongst the skills achieved with this course, the candidates are learning about:
• To analyse and investigate the reality in regards to gender equality.
• Designing and implement programmes and projects to promote equal opportunities for women.
• Knowing counselling and consultancy techniques, as well as knowing how to provide employment guidance.
• Knowing methods of intervention in the fields of health, law, gender violence, immigrant women and women in the rural world.

Training provider name:
Bureau Veritas Business School
Website:
https://www.bureauveritasformacion.com/la-gestion-de-la-diversidad-y-la-igualdad-en-las-organizaciones-2213.aspx?gclid=CjwKCAiApvebBhAvEiwAe7mHSOdMq0lQZKNxdqJyPiWpbu24oP-sYQtsdH8ZOkvBEUa4ETU5p2xDPxoC9iMQAvD_BwE

Type of provider (see list above): Private training provider
Covered skills types (see list in *General Introduction*): • cross-cultural understanding, supporting diversity, gender and racial equality; • competences that promote social progress which recognizes the needs of everyone; • promoting fair pay and working conditions in tourism
Methods of delivery (i.e., online/class; modules/courses/trainings, certification): This is an online course about Managing Diversity and Equality in Organisations. It's addressed mostly towards people with cooperative responsible job positions. Its duration is 30 hours that will be accomplished in 3 months. Amongst the skills achieved with this course, the candidates are learning about: • Acquire and consolidate the values of respect for Human Rights, especially regarding equality between men and women, and non-discrimination on grounds of gender, race or age. • To know the competitive advantages and positive economic effects that an adequate management of intangible assets brings to the organisation. • Define the actions that promote respect for equality and diversity in the company. • Design management plans for equality and diversity in the company, as well as the processes to integrate this matter in the strategic planning of the organisation or company. • Identify the existing link between work and family and propose conciliation measures. • To analyse the presence of women in the governing bodies of companies through female leadership. • To have the necessary measures in place to support the management of equality with collaborators and suppliers.