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**CONVENCION ANUAL EUROPAMUNDO VACACIONES
PARMA 2016**

29 Octubre, 2016

Estimado Delegado/a,

Bienvenido a la Convención Anual 2016 de Europamundo Vacaciones, empresa de la que estamos orgullosos de contar como miembro del Consejo Mundial de Viajes y Turismo (WTTC por sus siglas en inglés).

Como introducción, WTTC es la única organización global que representa al sector privado de Viajes y Turismo. Nuestros miembros son los Consejeros Delegados y Presidentes de las empresas líderes mundiales de todas las geografías y sectores como hoteles, aerolíneas, aeropuertos, turoperadores, alquiler de coches, trenes, tecnología y de las emergentes economías colaborativas.

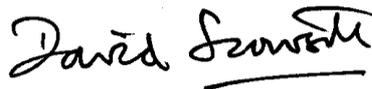
La misión de WTTC es aumentar el perfil del sector ante los gobiernos y la sociedad en general gracias al enorme beneficio económico y social que los Viajes y el Turismo generan. WTTC es una organización basada en la investigación con cuyos datos demuestra la escala y el impacto positivo de la industria, para ayudar a abogar a los gobiernos y el sector privado en cuestiones estratégicas clave que permitan el crecimiento sostenible de la misma.

Adjunto a esta carta encontrarán nuestro último informe anual 'Progress & Priorities', si tiene unos minutos más le agradeceré ver este video XXX que habla un poco más sobre nuestros miembros y nuestras actividades.

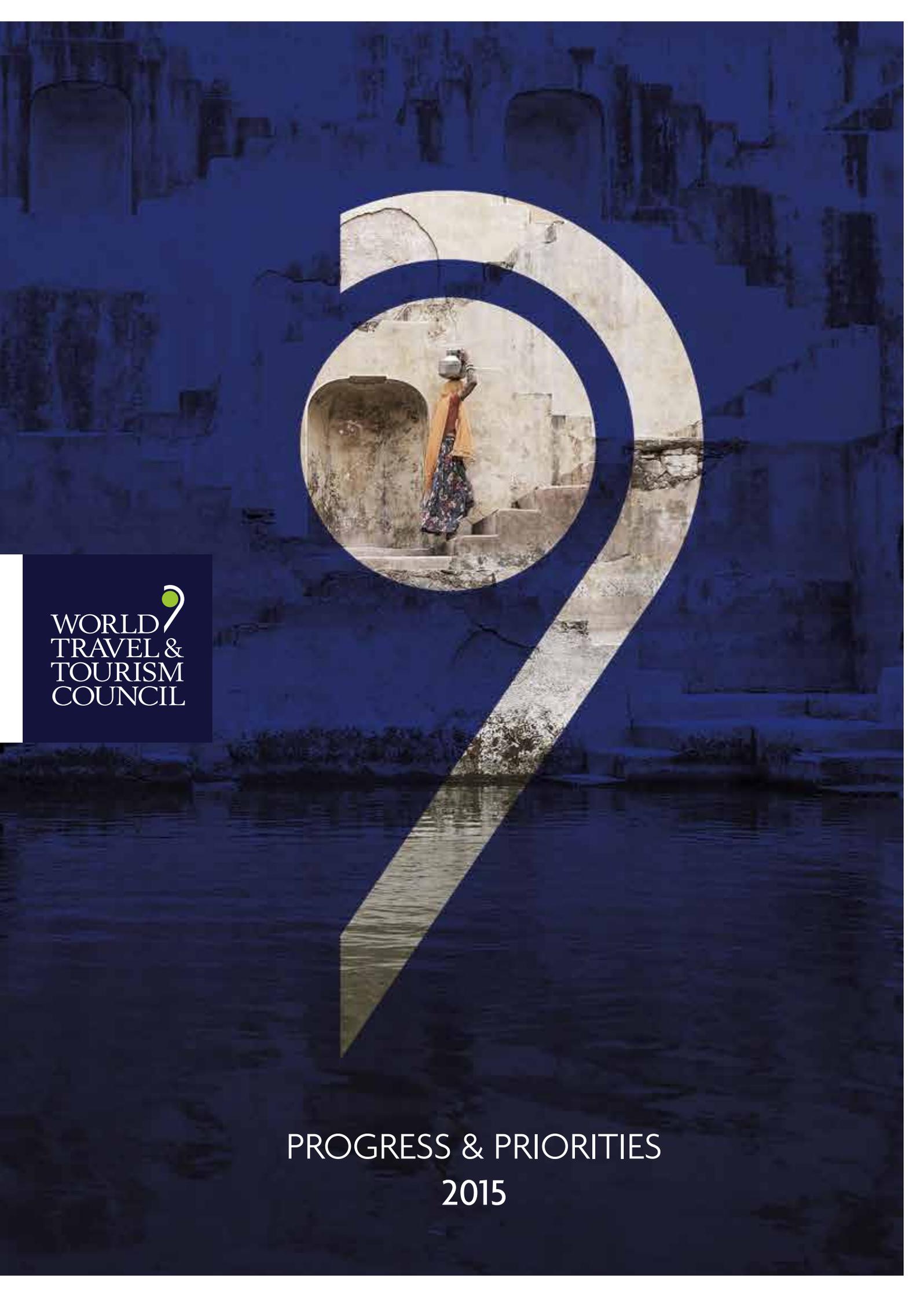
Si desea conocer más sobre nuestra organización por favor pónganse en contacto con mi colega Maribel Rodriguez, Maribel.rodriguez@wttc.org Directora de Desarrollo de Negocio para Europa y Latino América que participara en la Convención.

Gracias de antemano y le deseo que su participación en la Convención Anual Europamundo Vacaciones 2016 sea todo un éxito.

Atentamente,



David Scowsill
Presidente & CEO



WORLD
TRAVEL &
TOURISM
COUNCIL

PROGRESS & PRIORITIES
2015



Chand Baori, Rajasthan, India
Photo credit: Muslianshah Masrie

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I should like to rise and go
Where the golden apples grow;
Where below another sky
Parrot islands anchored lie.

Where in sunshine reaching out Eastern cities, miles about,
Are with mosque and minaret
Among sandy gardens set,
And rich goods from near and far hang for sale in the bazaar;

Where the Great Wall round China goes,
And on one side the desert blows,
And with voice and bell and drum,
Cities on the other hum;

Where among the desert sands
Some deserted city stands,
All its children, pauper and prince,
Grown to manhood ages since.

Not a foot in street or house,
Not a stir of child or mouse,
And when kindly falls the night,
In all the town no spark of light.

I wander until I find my Eden,
As we all have the right for travel freedom
And no more delay with hours of haggle,

I am the world...I am travel.

*Adapted and pieced together from the poem 'Travel', by Robert Louis Stevenson.
This poem was used as part of the World Travel & Tourism Council's Freedom to Travel campaign, 'I Am Travel'.*





WORDS FROM DAVID SCOWSILL

DAVID SCOWSILL
President & CEO
World Travel & Tourism Council

From the devastating gun attacks in Paris and Tunisia, and the deliberate downing of a passenger aircraft in the French Alps and the Sinai desert, to the desecration of Palmyra, the crippling earthquake in Nepal, and the unprecedented migrant crisis in Europe, 2015 was a year in which we recognised the common bonds of our humanity, mourned the losses of our fellow man, and looked to make sense of what we as individuals, and as the leaders of the world's Travel & Tourism sector, could do to make the world a better place.

Tourists, travellers, and the livelihoods of those who work in our sector were not the exclusive targets or victims of disasters, both man-made and natural, in 2015. But our sector is now so pervasive and so vital to the economic and cultural life of the world's citizens that we seemed to pay an unusually high price in the events that unfolded in the past year.

In this maelstrom of tragedy, the World Travel & Tourism Council (WTTC) was busier than ever – and the job we do has never been more important. Our campaign to restore rightful freedoms to travel saw unnecessary barriers being lowered on three continents. We launched major initiatives to prompt governments to plan and capitalise on the growth of employment in our sector to create opportunities for youth and other disadvantaged members of the community. Our promotion of responsible and sustainable tourism recognised, with Tourism for Tomorrow Awards, the exemplary contributions made by tourism in the slums of Dharavi, the inclusiveness of employment practices in a Spanish hotel company, the green innovation of one of the sector's fastest-growing companies, the sustainability of a hotel in one of the world's most beautiful islands, and the triumphant re-emergence of an Eastern European city as a beautiful place to visit and in which to live.

Even in 2015, there was much for which to be grateful. For in this year the three most stricken nations of the Ebola crisis – Liberia, Guinea, and Sierra Leone – finally began stamping out the disease with massive international assistance. President Barack Obama and Cuban President Raúl Castro announced that the long-time enemy states would re-establish diplomatic relations after more than five decades of isolation. In their first openly democratic elections for more than 25 years, the people of Myanmar voted overwhelmingly to end five decades of military rule. And, nearly 200 countries agreed to reduce carbon emissions and other greenhouse gasses that contribute to global warming in a landmark deal approved in Paris.

WTTC exists to promote awareness among governments and wider society of the enormous contribution made by Travel & Tourism to the economic, social, and cultural well-being of our planet. But in 2015, our messaging had a new dimension: to testify to our human right and responsibility to travel...for a better world.



GLOBAL PRESENCE

● WTTTC EVENTS

NETWORKING BREAKFAST AHEAD OF ARABIAN TRAVEL MARKET (ATM) AND ARABIAN HOTEL INVESTMENT CONFERENCE (AHIC)
Dubai, United Arab Emirates

GOVERNMENT ENGAGEMENT EVENT WITHIN UNWTO GENERAL ASSEMBLY
Medellín, Colombia

EXECUTIVE COMMITTEE MEETING
London, UK

ANNUAL BREAKFAST NETWORKING EVENT AHEAD OF ASIAN TRAVEL LEADERS' SUMMIT
Singapore

WORLD TRAVEL MARKET (WTM) RECEPTION
London, UK

CHINA FORUM
Beijing, China

NETWORKING MEMBERS DINNER
Tokyo, Japan

● NORTH AMERICA

THE ONE TRAVEL CONFERENCE
Washington, DC, USA

DESTINATION MARKETING ASSOCIATION INTERNATIONAL (DMAI) ANNUAL CONVENTION
Austin, TX, USA

TRAVEL & TOURISM RESEARCH ASSOCIATION (TTRA) ANNUAL CONFERENCE
Portland, OR, USA

UN GLOBAL COMPACT
New York, NY, USA

U.S. TRAVEL ASSOCIATION (USTA)
Washington, DC, USA

INTERNATIONAL CIVIL AVIATION ORGANIZATION (ICAO) WORLD AVIATION FORUM
Montreal, Canada

WORLD BANK GROUP TOURISM FORUM 2015
Washington, DC, USA

CRUISE SHIPPING CONFERENCE
Miami, FL, USA

INTERNATIONAL AIR TRANSPORT ASSOCIATION (IATA) AGM
Miami, FL, USA

IMEX
Las Vegas, NV, USA

CAPA
Las Vegas, NV, USA

● LATIN AMERICA

UNWTO GENERAL ASSEMBLY
Medellín, Colombia

● CARIBBEAN

CARIBBEAN TOURISM ORGANIZATION (CTO) CONFERENCE 2015
Willemstad, Curaçao

ALTA LEADERS FORUM
San Juan, Puerto Rico

● AFRICA

WORLD ROUTES
Durban, South Africa

INTERNATIONAL INSTITUTE FOR PEACE THROUGH TOURISM (IIPT) WORLD SYMPOSIUM
Cape Town, South Africa



● EUROPE

FITUR
Madrid, Spain

ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT (OECD) INTERNATIONAL TRANSPORT FORUM
Leipzig, Germany

AIRPORTS COUNCIL INTERNATIONAL (ACI) EUROPE
Prague, Czech Republic

UNWTO EXECUTIVE COUNCIL
Rovinj, Croatia

AMERICAN UNIVERSITY OF PARIS
Paris, France

AIR TRANSPORT ACTION GROUP (ATAG) SUSTAINABILITY FORUM
Geneva, Switzerland

ETC GENERAL MEETING #90
Belgrade, Serbia

INTERNATIONAL CONFERENCE ON LOW CARBON TOURISM
Budva, Montenegro

BIOMETRICS INSTITUTE CONFERENCE
London, UK

EUROPEAN TRAVEL COMMISSION (ETC) PRESS CONFERENCE DURING WORLD TRAVEL MARKET
London, UK

ETC MARKET INTELLIGENCE GROUP ANNUAL MEETING
Dublin, Republic of Ireland

PAN-EUROPEAN DIALOGUE ON CRUISE OPERATORS, PORTS, AND COASTAL TOURISM STAKEHOLDERS
Brussels, Belgium

JOINT MEETINGS INDUSTRY COUNCIL CONFERENCE ON THE VALUE OF MEETINGS
Paris, France

EUROPEAN UNION'S TOURISM EDUCATION & TRAINING OFFER
Brussels, Belgium

WORLD TOURISM FORUM THINK TANK
Lucerne, Switzerland

EUROPAMUNDO ANNUAL CONVENTION
Madrid, Spain

MEDITERRANEAN RESORT & HOTEL CONFERENCE
Madrid, Spain

SHOPPING TOURISM & ECONOMY FORUM
Madrid, Spain

● MIDDLE EAST

AHIC
Dubai, United Arab Emirates

ATM
Dubai, United Arab Emirates

T20
Antalya, Turkey

COMÇEC
Ankara, Turkey

● ASIA PACIFIC

ASSOCIATION OF SOUTHEAST ASIAN NATIONS (ASEAN) TOURISM FORUM
Naypyidaw, Myanmar

ASIA-PACIFIC ECONOMIC COOPERATION (APEC)
Philippines & Thailand

GLOBAL TOURISM ECONOMY FORUM (GTEF)
Macau, China

HOTEL INVESTMENT CONFERENCE ASIA PACIFIC (HICAP)
Hong Kong, China



“

There are no foreign lands. It is
the traveller only who is foreign.

Robert
Louis
Stevenson



PROGRESS ON STRATEGIC CAMPAIGNS

Our strategic campaigns of Freedom to Travel, Policies for Growth, and Tourism for Tomorrow were created in 2011 to help channel industry advocacy activities into clear, persuasive, and memorable messaging to governments and wider society.

On Freedom, WTTC believes in the right of people to cross international borders efficiently for leisure or business travel purposes, without compromising national security.

On Policy, WTTC campaigns for governments to implement policies that ensure the business environment is conducive to the growth of Travel & Tourism. We have made it a priority to raise awareness of the negative impact punitive taxation has – particularly aviation tax – on inbound and outbound tourism.

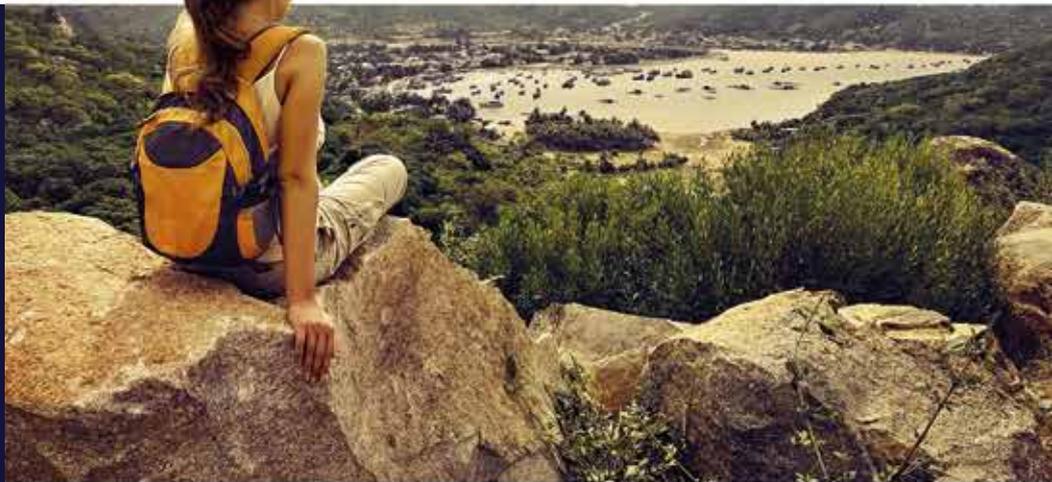
On Sustainability, WTTC has a huge responsibility for safeguarding the environment and ensuring that the growth of our sector is managed responsibly, finding the balance between people, planet, and profits.

The following pages will elaborate on our activity in 2015 to advocate these three priorities.

PROGRESS ON STRATEGIC CAMPAIGNS: FREEDOM TO TRAVEL



Ensuring the right of people to travel safely, securely, and efficiently across international borders.

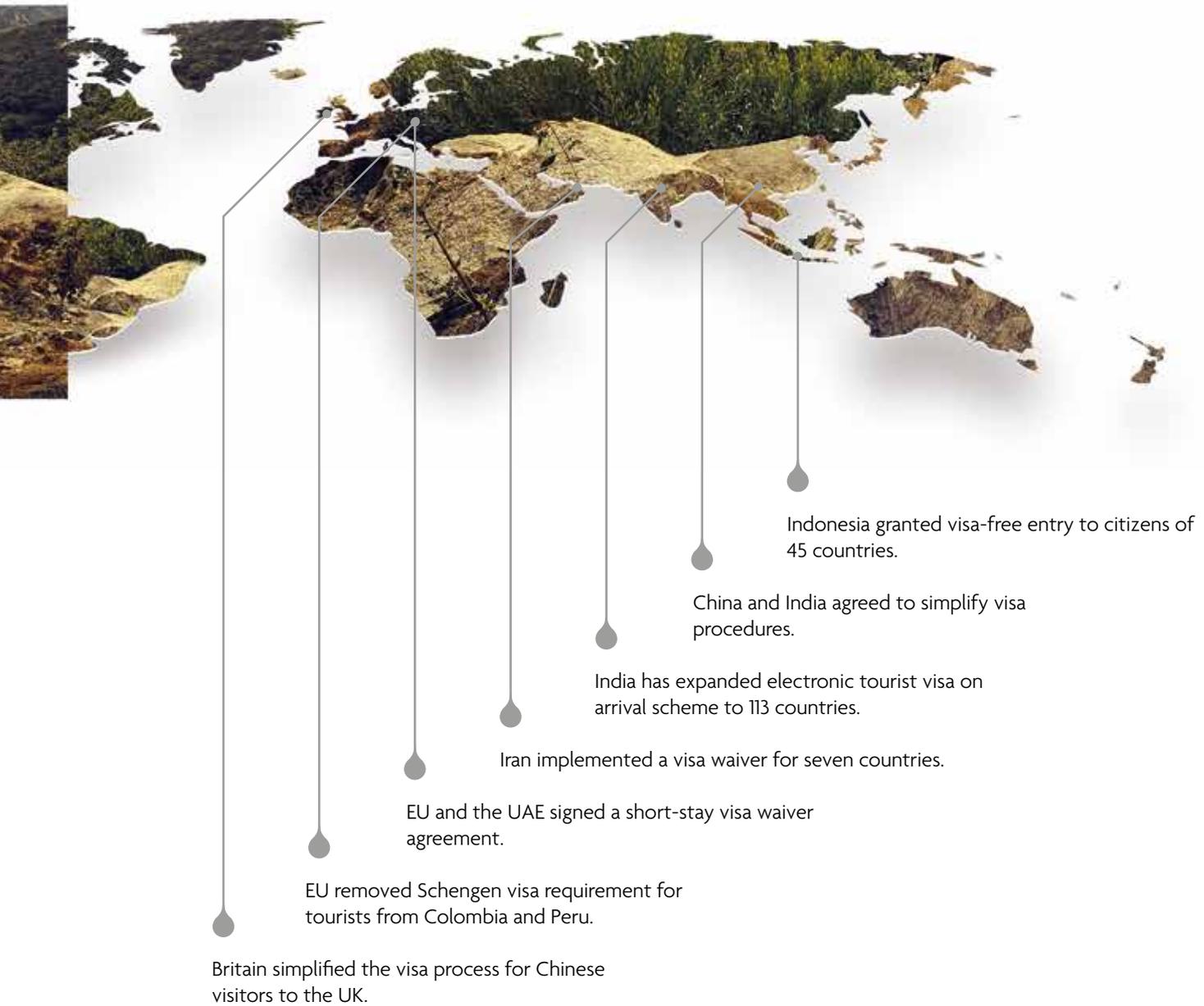


WTTC is at the centre of an industry-wide campaign to improve visa policies and procedures. This year, a wide range of countries have improved their travel facilitation policies as a result.

Visa facilitation is at the heart of the Freedom to Travel campaign. It is an area in which we continue to see significant progress.

In 2015, WTTC:

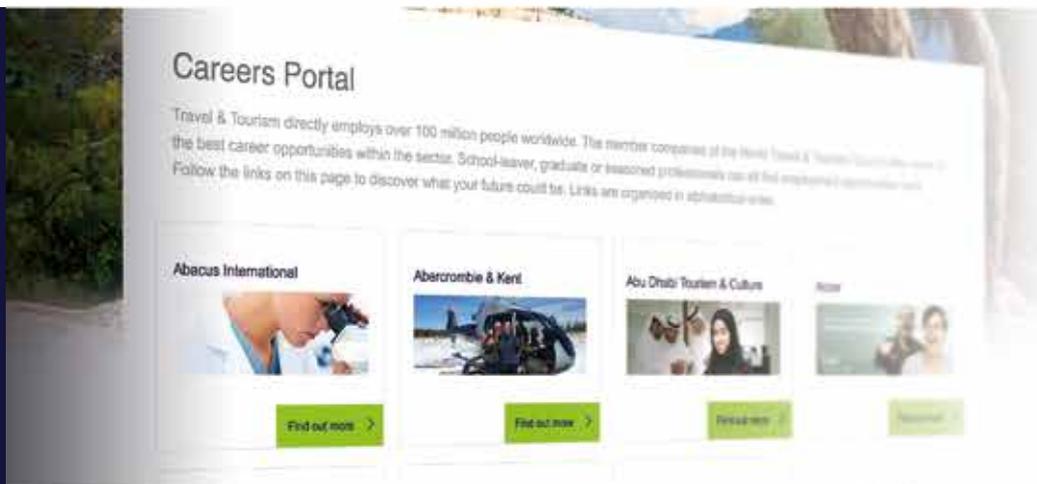
- Engaged in a review of the European Union (EU) Schengen Visa Code proposal;
- Provided industry position on EU Smart Borders Package legislative proposal;
- Monitored change in more than 70 countries that have made significant progress on visa policies in the last three years;
- Drove reversal of South Africa visa policy, with a significant advocacy campaign, interviews, and speeches;
- Supported USTA positioning with US government on terrorism-driven reaction to visa waiver programme;
- Produced a report on recovery cycles from terrorism, natural disaster, and political turmoil; and,
- Maintained consistent PR/media communications on Visa Waiver/Trusted Traveler Programs in the face of terrorism and migration.



PROGRESS ON STRATEGIC CAMPAIGNS: POLICIES FOR GROWTH



Public and private sector working together to develop infrastructure with sufficient capacity to underpin possible growth.



14 million Travel & Tourism jobs are at risk over the next ten years due to skills gaps.

WTTC launched its *Global Talent Trends and Issues* report for the Travel & Tourism sector in February 2015. The research, undertaken with Oxford Economics, found that across the 46 countries studied, Human capital challenges for Travel & Tourism were significantly higher than those faced in the economies overall. The problem for our sector is acute. In the years to 2025, the research showed that without the right policies in place, the gap in demand and offer of employment within our sector could lead to the loss of up to 14 million jobs and nearly \$610 billion in GDP from current baseline forecasts.

Filling these skills gaps will require enhanced government policies to better enable the development and growth of talent for Travel & Tourism as well as the full collaboration of public and private sectors to facilitate this. The research identified specific policies where our sector has a much greater opportunity to influence change. These include creating positive perceptions of Travel & Tourism jobs; providing high-quality company training of employees; prioritising Travel & Tourism at government level; addressing and developing spare labour market capacity and female participation; and having an open policy to hiring foreign, high quality labour. Our advocacy messages towards governments is now actively promoting examples of best practice in these areas.

Following demand from Members that we use our reach to increase interest in employment in the Travel & Tourism industry, WTTC created a Travel & Tourism



Careers Portal. The Portal, which has a dedicated page on WTTC's website, directly links job seekers to the careers pages of our Member companies, to amplify the great career prospects offered by these companies.

Accompanying the launch were promotional campaigns on LinkedIn, with the article *5 Reasons to Pursue a Career in Travel & Tourism* (which achieved approximately 4,000 views on LinkedIn) and an article provided by our Industry Partner, Spencer Stuart, titled 'Attracting Talent in Travel & Tourism: An Outsider Perspective'.

Building on the need for governments and business to work together more effectively and better coordinate actions, WTTC published a report on *Governing National Tourism Policy* in November 2015. This report sets out best-practice examples from around the world of how an integrated approach to Travel & Tourism development between government and the private sector is far more likely to develop coordinated policies and messages in support of the sector and thereby ensure a more balanced development in the years ahead.

Throughout the year, our work on the Policies for Growth campaign has also re-emphasised our key messaging around the principles of intelligent taxation and the need for a supportive environment for infrastructure and investment. In this frame, a special report on the impact of the gaps in infrastructure and investment for Travel & Tourism in Europe was presented at the 15th Global Summit in Madrid.

ATTRACTING TALENT IN TRAVEL & TOURISM: AN OUTSIDER PERSPECTIVE

Article originally published 12 January 2015
on www.medium.com/@WTTC

While it used to be rare to encounter leaders in the Travel & Tourism industry who had 'grown up' outside the business, that's no longer the case. These 'outsiders' are excelling in the field, and targeting them has proven to be an effective way to attract unique perspectives and skill-sets as well as expand the talent pool for this rapidly growing industry.

We explored this phenomenon in our own work at Spencer Stuart and in conversations with leaders across the industry who had been 'outsiders' at one time themselves. We discovered what draws leaders to the Travel & Tourism industry, why industry companies may benefit from hiring an 'outsider', and the qualities organisations should look for.

WHY TRAVEL & TOURISM?

Leaders we spoke with told us the opportunity to have impact is what most appealed to them about the industry. Those seeking a truly multidimensional experience are attracted to the idea of being able to touch every aspect of business and build significant long-term relationships, spanning marketing, sales, e-commerce, finance, construction, operations, and customer service.

"This business is very different – and much more complex – than consumer packaged goods," said one chief executive with a previous background in consumer goods companies. "It's faster paced, and there's more energy. You have the opportunity to have an impact in so many places, and the people aspects are much more challenging – from recruiting to execution. What's going on in the world every day has a huge impact on this business."



Leaders also chose to transition to the industry because it allows them to bring joy to people and widen their perspectives. 'Outsiders' who have joined the Travel & Tourism industry told us they appreciate the chance to add value to consumers' lives by providing experiences that will be remembered for a lifetime.

CONSIDERATIONS ON RECRUITING OUTSIDERS

There is a growing trend among large organisations in Travel & Tourism to become more receptive to hiring 'outsiders'. One hotel company president said while his company still firmly believes in promoting from within, the growth, changing requirements, and insufficient supply of leadership talent in the industry are forcing the organisation to recruit more from the outside.

Growth is not the only driver of this shift. Travel & Tourism companies are looking for broader skill-sets among their top executives. One CEO of a large hotel group has found that typical General managers lack strategic, analytical, and functional skills such as talent development and marketing. The challenge is to stay at the top of one's game in all functions given the multifaceted nature of the industry.

Even though many of these companies are finding success in hiring 'outsiders', there are always a few exceptions to the rule. One area where leaders are hesitant to hire from outside is operations.

"Operations is probably the only area where it would be hard to walk into this industry from the outside, because that's where the complexity really starts to play out – in some cases, you're dealing with assets and countries all over the world and a wide variety of people," said one leader. "You have to be able to deal with the consumer experience face to face: in our business, the customers are not buying a box and taking it home."

QUALITIES TO LOOK FOR IN 'OUTSIDER' CANDIDATES

When evaluating candidates from outside the industry, certain capabilities have proven to not only be transferable, but also valuable. The CEO of an American cruise line explained:

"We want smart people and, depending on the position, we're looking for people with certain talents. It certainly doesn't hurt to have cruise experience, but I can't think of any position in marketing where cruise industry knowledge has been a requirement. We look for expertise in certain disciplines for some roles. For e-commerce, you may be looking for someone with deep knowledge about data and analytics, but also with a strong intellect who can not only read the reports, but interpret them and turn data into actionable information. Those abilities are much more critical than knowing the industry."

While the candidate does not always need industry-specific experience, certain values and characteristics help ensure the 'outsider' will make a successful transition. These attributes include:

- Willingness to invest time in learning the business
- Ability to manage complexity
- Results orientation
- Passion for pleasing guests
- Emphasis on building and maintaining relationships
- Clear and frequent communication

CONCLUSION

This new wave of 'outsiders' in Travel & Tourism has both increased the diversity of talent in the industry and opened up new opportunities for leaders from different sectors. Even though many 'outsiders' are now succeeding in the industry, it is crucial for Travel & Tourism company leaders to have a detailed profile of who can best adapt to the industry. At the same time, candidates must understand the industry's challenges before making the switch. For many, the move is beneficial for both the leader and the organization. A former 'outsider' summed it up well:

"I JUST WISH I GOT HERE SOONER. I LOVE THE BUSINESS AND THE IMPACT THE PEOPLE HAVE ON THE GUEST EXPERIENCE AND THE RESULTS."

This article was written by Jerry Noonan, at Spencer Stuart, one of the world's leading global executive search and leadership consulting firms and a WTTIC Industry Partner.

PROGRESS ON STRATEGIC CAMPAIGNS: TOURISM FOR TOMORROW



Balancing profitable business operations with the needs of local community, natural resources, cultural preservation, and the workforce.



As with all businesses, Travel & Tourism companies are increasingly affected by environmental and social issues that influence global travel demand and industry-wide profitability. A major focus for sustainability at WTTC was launched in April 2015 with an industry guidance publication, titled 'Environmental, Social, and Governance (ESG) Reporting'.

This paper provides a foundation for those seeking orientation and guidance on the corporate reporting process, offering detail on the different reporting frameworks, advice on what material issues should be considered to report on, and a 12-step process on how to begin reporting.

The Paris climate change (COP21) agreement, signed by 195 nations last December, puts a legally binding obligation on countries to prepare plans to alleviate climate change. It is therefore more important than ever that companies – in any industry – are able to evaluate their environmental impact. As companies may not be aware of which laws and regulations are in place and the obligations which they bring, however, in 2015, WTTC also developed an interactive web tool showing where countries have enacted legislation and where stock exchanges have rules governing ESG reporting.

As a sector we continue to look to improve our sustainable practices and ensure compliance with the legislation on ESG reporting. Reporting on the practices we are implementing to combat climate change is a starting point and a commitment towards a more sustainable future of not just our sector but of any industry.



Back in 2009, WTTC published 'Leading the Challenge on Climate Change', which identified action areas required to meet the target of reducing emissions by 50% by 2035. In the run-up to the climate change talks in Paris, WTTC reviewed the efforts and actions that WTTC Members and the sector as a whole had taken in reducing their climate change impact. The results of this were published in a new document titled 'Travel & Tourism 2015: Connecting Global Climate Action'.

We reported that Travel & Tourism companies are 20% more carbon efficient than they were ten years ago. Per passenger, per room, per global distribution system (GDS) transaction, and per unit of revenue, we serve global travellers more efficiently, and these efficiency gains carry forth in future tourism growth and contribute to the aspirational goal of 50% reduction in carbon efficiency by 2035.

Our ultimate trajectory will be influenced by global climate agreements and the science basis for our sector's reductions. We will further refine the priority areas and targets once the COP21 outcomes are clear.

Our Tourism for Tomorrow Awards, now in their 13th year of WTTC oversight and one of the highest accolades in the sector worldwide, continue to celebrate examples of the very best practice of tourism from around the world.

TOURISM FOR TOMORROW AWARDS

2015 WINNERS & FINALISTS



COMMUNITY AWARD

Reality Tours & Travel
India



In 2016, the Slovenian capital Ljubljana will be the Green Capital of Europe, recognition of a decade of transformation for a city that ten years ago was dominated by cars. The city has always been blessed with green space, with around 46% covered with forest. This was complemented in 2007 by the creation of an ecological zone in the city centre, which is now closed for motorised vehicles and has been enlarged in the past five years by almost 620%. As the city has become more popular with visitors, Tourism Ljubljana has worked to ensure residents approve of any changes, with surveys measuring local satisfaction and inclusion of the community in the planning process.

FINALISTS: [Northeast and Yilan Coast](#), Taiwan | [Sozopol](#), Bulgaria




ENVIRONMENT AWARD

The Soneva Group
Maldives & Thailand



Despite only launching in 2013, TripAdvisor's GreenLeaders sustainable hotel programme has already become the largest such scheme in the world. Such scale and a business model based on big data have enabled it to present some pretty attractive statistics in favour of greening accommodation. Research found that offering sustainable food options drove on average a +0.4-point increase in a hotel's five-point TripAdvisor rating. Furthermore, properties score on average 20% higher in their TripAdvisor rating than non-GreenLeaders hotels. With nearly 8,000 properties already signed up in 21 countries, GreenLeaders may soon be one of the biggest drivers for sustainable tourism hitting the mainstream.

FINALISTS: [ABTA Welfare Guidance for Animals in Tourism](#), UK | [RED Sustainable Travel](#), Mexico




PEOPLE AWARD

ILUNION Hotels
(previously Confortel Hotels)
Spain





By taking tourists to visit Dharavi, one of Asia's largest slums, Reality Tours & Travel breaks down negative stereotypes and shows visitors how the area is the heart of small-scale industries like embroidery and leather tanning in Mumbai. Of the company's profits, 80% go to development projects through its sister NGO, Reality Gives, which range from computer classes to a girls' football programme, and I Was a Sari, a women's empowerment scheme that turns old saris into designer products. In the seven years since it started, Reality Tours & Travel has spent \$134,000 on such projects and recently expanded to working in New Delhi with the Sanjay Colony slum as well.

FINALISTS: [Feynan Ecolodge](#), Jordan | [Grootbos Nature Reserve](#), South Africa



DESTINATION AWARD

Ljubljana
Slovenia



If you want the answers to the many sustainability challenges facing tourism, you might look to Soneva. Bottled water has been banned since 2008. Instead, high-quality filtered mineral water is produced and sold on site. All Soneva's food waste is composted and reused to create soil in which it grows organic food to serve to guests – 15,000 kg of produce per year, worth \$48,000. And in 2008 Soneva introduced a climate levy of 2% on room revenue, which has so far raised over \$5.5 million to spend on carbon mitigation projects. Over the next seven years these will save far more than Soneva's total carbon footprint.

FINALISTS: [Laguna Lodge Eco-Resort & Nature Reserve](#), Guatemala | [Rivers Fiji](#), Fiji



INNOVATION AWARD

TripAdvisor
GreenLeaders
USA



In Spain it is mandatory to reserve 2% of jobs for people with disabilities. Confortel has gone considerably beyond this requirement: of the 500 people who work in its hotels, 10% have a kind of disability. And in two of its hotels they have gone even further and created a 'Special Employment Centre' where 70% of the staff are disabled in some way. At Confortel Suites Madrid, for example, 55% of the staff have disabilities: 33% sensory (ie visual and auditory) and 12% mental. It's a remarkable example of how possible it is for a hotel to be truly inclusive.

FINALISTS: [Global Travel & Tourism Partnership](#), USA | [Mountain Shepherds Initiative](#), India

ACCOUNTABILITY AND RESPONSIBILITY:

HOW THE TRAVEL & TOURISM SECTOR IS COMBATING CLIMATE CHANGE

Article originally published 25 November 2015
on www.medium.com/@WTTC

The Travel & Tourism sector is one of the world's fastest growing, with annual growth outpacing that of the world's economy. By the end of 2015, Travel & Tourism will account for an estimated 10% of the world's economy; that's \$7.6 billion in GDP and 277 million jobs.

As climate change continues impacting the globe, it's an inescapable fact climate change will affect Travel & Tourism, and vice versa. As a major force in the world's economy, Travel & Tourism has a responsibility to address climate change throughout the industry. In our report on Connecting Global Climate Action, we examined the progress Travel & Tourism has already made to address climate change, and we looked toward the future in terms of more areas for growth in addressing this pressing issue.

The travel industry has made the most progress in the area of accountability and responsibility – Member groups acknowledged that climate change is a critical problem and have already begun steps to combat it.

Many groups have focused on sustainable growth and capacity building, both within their own communities and further afield. Most players

\$2 MILLION

preservation fund toward Juma reserve in Brazil's Amazon rainforest, Marriott International

CARBON-NEUTRAL

small tour groups travelling on foot, bicycles, subways, trains, and public boats
Context Travel

20% RENEWABLE ENERGY BY 2025

Chile – the Ethical Traveler organisation, top ten Ethical Destinations



in the Travel & Tourism industry have also taken on the role of educating customers and stakeholders about sustainability – now the norm within our sector. What exactly are members of the travel industry doing to combat climate change? The examples are widespread and as unique as the companies implementing them.

Marriott International is taking on climate change through Spirit to Preserve, an initiative meant to help reduce greenhouse gas emissions. The programme's widely encompassing strategies attack the factors behind climate change. These programmes green the multi-billion-dollar supply chain while reducing water and energy consumption. Marriott has gone even further in offsetting its carbon footprint by committing \$2 million to preserve the Juma reserve in Brazil's Amazon rainforest. The money is funnelled to the rainforest's residents, who in turn protect the rainforest from illegal farming and logging. The money is also used toward building a school, a community centre, and more. This is a living example of two of the WTTC's top five priorities from this year, which include supporting the global transition to a low-carbon economy and strengthening local resilience to climate change.

Context Travel is another example of a travel company doing great things in the fight against climate change, though in a very different manner from Marriott. Context offers small tour groups (a maximum of six people) led by PhD- and MA-level scholar guides. Sustainable tourism is the beating heart of Context. Clients visit locally run establishments, eat authentic cuisine, and every tour is offered in the most carbon-neutral way possible. Most Context tours are on foot, and tours covering larger distances use lower-carbon options like bicycles, subways, trains, and public boats. This integrative approach to promoting a responsible tourism experience is an innovative solution and showcases another of the WTTC 2015 priorities.

Xanterra Parks & Resorts offers a different yet equally innovative approach to addressing climate action. Xanterra is the largest national and state park concessioner in the US. The company operates resorts in nine national parks and seven state parks across the US. Xanterra is committed to what it calls a "softer footprint," which includes "aggressive" sustainability goals and the efficient use of resources. This commitment fuels just about all of the decision-making in Xanterra's operations, from the sourcing of food for their restaurants to the choice of paint in guest rooms. In Maumee Bay State Park, Ohio, for example, Xanterra powers the park with a 10 kilowatt wind turbine. On that same property, electric vehicles transport guests and laundry. Xanterra is committed to making similar changes across all its properties and truly lives the principles of a Travel & Tourism company with integrated, climate-action oriented business strategies.

These climate initiatives are from the companies providing Travel & Tourism, but individual worldwide destinations are also working toward the key sustainable solutions that we have identified are needed within our sector. The Ethical Traveler organisation releases an annual list of the top ten Ethical Destinations, each of which is working to maintain "strong environmental, human rights, and eco-tourism values." Chile emerges from the list as a real winner: the country scored highest on Ethical Traveler's environmental protection measurement, in part for the country's continued protection of the Patagonian wilderness. Chile also approved the first carbon tax in South America, which will take effect in 2018, and the government announced an overall goal to generate 20% of its energy from renewable sources by 2025.

These organisations and destinations bear out our findings that the Travel & Tourism sector is taking innovative actions to address climate change. Throughout the coming 20 years, Travel & Tourism will need to focus on a few key areas to continue leading the world climate change initiatives. Companies will need to continue developing business strategies that prioritise factors like carbon emissions, sustainability, and eco-friendliness. We anticipate that our Members and the industry as a whole will increase their impact throughout their tourism operations, but also throughout their supply chain. It is through this focus that Travel & Tourism will continue giving millions of travellers each year the education and resources they need to be responsible travellers.

You can find the full report on connecting global climate change action at wttc.org/research/policy-research

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Nobody can discover the world for somebody else. Only when we discover it for ourselves does it become common ground and a common bond and we cease to be alone.

Wendell
Berry





PROGRESS ON STRATEGIC GOALS

WTTC is rightly recognised for the quality of its research, its interaction with governments and intergovernmental organisations, and its work to ensure that the industry speaks with One Voice on crucial issues.

We do this through organising and coordinating the efforts of the Global Travel Association Coalition (GTAC), through ministerial round table dialogues and private sector leaders discussing the sector's challenges, and through extensive speaking engagements at top conferences and events around the world.

Significantly, WTTC is as strong as its membership, which has now grown to 141 Member companies in 2015, representing the full spectrum of the Travel & Tourism sector, from aviation to hotels to transportation and various service suppliers to the sector.

In the following pages, we look at the specific progress against our strategic goals in 2015.

PROGRESS ON STRATEGIC GOALS



MEMBERSHIP

We continue to expand our membership to record levels. During 2015, WTTC added eight Global Members and two Regional Members. The expansion in Global and Regional Members covers many industries within the Travel & Tourism sector, including car rental, tour operators, cruises, airlines, airports, hotels, and entertainment. The new Members also span the world, joining from Asia, the Middle East, Europe, and the Americas.

Our goal for 2015 was to also increase the range of regional events and provide informal networking opportunities for our membership. In the past year, we implemented a local events strategy to increase Member engagement. These 12 events were attended by 340 Members, Member company representatives, government ministers, and Member prospects.

NEW MEMBERS IN 2015

Ferit Şahenk, Chairman, Doğu Group
Luis García Codron, Director General, Europamundo Vacaciones
Joseph V Popolo, CEO, Freeman Company
Frank R Rainieri, President & CEO, Grupo Puntacana
Joan Vilà, President & Managing Director, Hotelbeds Group
Amine E Moukarzel, President, MENA Region, Louvre Hotels Group & Golden Tulip MENA
James J Murren, Chairman & CEO, MGM Resorts International
Frank Fiskers, President & CEO, Scandic Hotels
Darren Huston, President & CEO, The Priceline Group
Stephen Kaufer, President and CEO, TripAdvisor

GOVERNMENT ENGAGEMENT

Taking our message to governments is a continuing priority for WTTC. Seventy-seven heads of state have now joined the WTTC/UNWTO Global Leaders for Travel & Tourism campaign, emphasising the importance of the sector as a strategic priority for their economy. The most recent head of state to participate was the Prime Minister of Spain, Mariano Rajoy.

A Ministerial Dialogue took place at the Global Summit in Madrid, where tourism ministers and WTTC Member Chief Executives discussed issues relating to investment and infrastructure. This closed-door dialogue is one of the few occasions when individuals of this level can talk openly around the policy issues that are concerning them.

Bilateral meetings with a range of ministers have taken place. WTTC is increasingly recognised within government circles as the key global private sector tourism organisation, reflected in our increased engagement with international and intergovernmental organisations.



REPRESENTING THE PRIVATE SECTOR

WTTC represents the voice of the private sector in a number of international fora including the UNWTO Executive Councils and biannual General Assembly; the meeting of the tourism ministers of the G20 countries; APEC Tourism Working Group and ministerial meetings; ASEAN Tourism Forum; OECD Tourism Committee; United Nations Environment Programme (UNEP) Sustainable Tourism Programme; and the Caribbean Tourism Organization. We are also invited to participate in meetings of the World Bank, European Tourism Commission, BORDERPOL, UN Global Compact, and the Organization of American States.

In 2015 we continued cultivating these relationships to ensure that the private sector has a strong and respected voice across governmental bodies. In August, WTTC took the lead in creating an APEC State of the Travel & Tourism Industry Summary Report for submission to the ministers meeting and declaration for action to ensure the growth of the sector in the region. WTTC continues to work with institutions such as the World Bank, the World Economic Forum, and the International Transport Forum to ensure Travel & Tourism is high on their agendas.

SPEAKING WITH ONE VOICE

The Global Travel Association Coalition (GTAC) is a cooperative effort between the leading global private sector and government organisations from the Travel & Tourism sector.

We serve as the secretariat of GTAC, which continues to strengthen with the leaders of eight key organisations engaged in speaking with One Voice. Members include ACI, CLIA, IATA, ICAO, PATA, UNWTO, WEF, and WTTC. At the Global Summit in Madrid, we presented an Agenda for Tourism Growth and Development that consolidates the core issues we see needed in advocacy to move the sector forward. These include travel facilitation, infrastructure development, environmental sustainability, and investment in people.

The members of GTAC commit to:

- Continue producing and sharing research-based evidence to support the implementation of the GTAC Agenda;
- Speak with One Voice to promote the Agenda's implementation to ensure that Travel & Tourism can be an effective driver of inclusive economic growth and sustainable development; and,
- Call on governments to agree to national tourism policies that bring together all relevant government agencies while creating or strengthening structures that allow for public/private sector cooperation and public coordination of tourism planning and development at all levels.

PROGRESS ON STRATEGIC GOALS: INDUSTRY AUTHORITY RECOGNITION



We continue to invest heavily in our economic research, which we conduct for 184 countries and 24 economic and geographic regions. It is the only global Travel & Tourism economic impact data and is core to aligned messaging throughout our sector. In 2014, Travel & Tourism directly contributed 3.1% of the world's GDP and 108 million jobs. Adding in the benefits of the supply chain through indirect and induced spending, our sector supported 9.8% of global GDP and 284 million jobs around the world.

We conducted a study to benchmark the performance of Travel & Tourism with that of eight other industry sectors across 26 countries and five regions. It is with this research that we have the data to show, for example, how Travel & Tourism, at 9.8% of global GDP, generates more economic output than chemicals manufacturing (8.6%), agriculture (8.5%), education (8.4%), automotive manufacturing (7.0%), and banking (5.9%).

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The Data Gateway searches all our economic data from 184 countries and 24 regions against 12 different metrics.

www.wttc.org/datagateway/

WTTC DATA GATEWAY



To mark the release of the 2015 Annual Update of the economic research, WTTC created and launched the Data Gateway, a new online tool for examining and searching through all of our data. Graphics and charts – all downloadable – allow the data's many users to fully explore the enormous value that Travel & Tourism brings to economies around the world.



“

Man cannot discover new oceans unless he has the courage to lose sight of the shore.

André
Gide





PROGRESS ON PROMOTION

We amplify our key messaging through a variety of channels, including the Global Summit; the expanded regional events and forums; and traditional, digital, social, and mobile marketing.

The Global Summit in 2015 was held in Madrid, Spain, marking WTTC's return to Europe after a seven-year absence. We continued to invest and expand in the area of content marketing, with successes that include our first hugely successful social media targeted campaign, as well as a substantial growth in numbers of our online audience and their engagement with WTTC's brand and authority messaging.

We expand on all of these in the following pages.

PROGRESS ON PROMOTION: THE GLOBAL SUMMIT 2015 IN MADRID

The Global Summit in Madrid, Spain, explored the theme 'Disruption and Reinvention' with a range of keynote speakers including José Manuel Barroso, Former President of the European Commission; Ana Botin, Executive Chairman of Santander Group; Petra Nemcova, model and philanthropist; and Richard Leakey, world-leading conservationist.



Back in Europe for the first time in seven years, the Summit took full advantage of its location and looked at global issues of disruption and reinvention with a European lens – from the impact of financial recession and economic austerity that has radically changed the way people use and book travel to natural and civil disasters that bring about a heightened need for enhanced security and safety practices, and the evolving demands of an ever-connected consumer.

The Summit reflected on how companies and destinations not only deal with these changes but also how they then go on to reinvent their products, businesses, and ways of working to emerge stronger and more resilient to meet future challenges head on.

Overall, sessions and discussions made it clear that realising these opportunities will require far greater levels of connectivity, openness, and leadership in the years to come. The Summit was attended by more than 70 WTTC Members and 799 delegates.



HRH Felipe VI of Spain and David Scowsill
WTTC Members' Reception



José Manuel Barroso
Keynote Address: Europe – A Disruptive Union?



Geoffrey Kent and Richard Leakey
Disruption in Practice: Conservation and Natural History in Africa



The private Members' dinner was attended by His Royal Highness King Felipe VI of Spain.

WHAT DID WE LEARN IN MADRID?

Although the world is safer and more prosperous than ever before, the geo-political shocks facing our lives are more prevalent and more disruptive. Dealing with the challenges of our volatile, uncertain, and complex world requires businesses and governments to adopt deeper levels of connectivity, openness, and trust.

With mass urbanisation taking place across the globe, understanding the issues facing cities and investing in the infrastructure needed to support and connect growth between and within urban centres will be crucial to the future of the sector, and for meeting the needs of the demanding business and leisure traveller. The future growth of Travel & Tourism, fed by the growing middle classes, will require far greater investment in developing people skills and talent in order to fill the millions of new jobs that such growth will create.

Rapidly evolving technologies present enormous opportunities for new consumer products within Travel & Tourism. Effective communication of these products and their integration within established businesses and systems will often require a reinvention of business thinking.

Protection from disruption is likely to come through greater collaboration and leadership, such as that shown by the GTAC. Individual companies too can see that increasing transparency and monitoring outputs are a means to future-proof operations and to provide protection against likely disruptions ahead.

PROGRESS ON PROMOTION: TRAVEL FOR A BETTER WORLD

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There will be 1.8 billion international travellers by 2030, growing by 4% a year.



TOURISM FOR TOMORROW VIDEO

The 'You Should Travel' video was one of the first pieces of video content to receive widespread engagement and recognition on social media for WTTC, with a combined viewership of approximately 20,000 on Facebook and YouTube. The video, while primarily created to signal the opening of the Tourism for Tomorrow Awards ceremony at the Global Summit in Madrid, was also used to promote the idea that travelling responsibly is good for people and for local communities that rely on tourism.

This is part of the reason we do what we do. This is why tourism for tomorrow matters.

The message of the video:

Over one billion international travellers make a trip each year. This will rise to 1.8 billion by 2030, growing by 4% a year. Tourism brings economic opportunities to communities in even the remotest places. But growth needs to be sustainable. Tourism, while growing, needs to be inclusive, have a minimal impact on its surroundings, protect environments and habitats, benefit communities, support local cultures, and celebrate diversity.

This is our vision for tourism for tomorrow.



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It's a simple, yet significant thought. We should all have the right for travel freedom.



“What an amazing video! Really made me want to travel! I never really appreciated how difficult it is for some people to travel because visa processes are so difficult. I can't imagine having to do that for every time I travel!”

Britt, on the post *On the Freedom to Travel*, by Adventurous Kate

“As you so beautifully stated, when we travel with an open mind and heart, we see the other in ourselves and ourselves in the other.”

Kristin, on the post *Why the Freedom to Travel Matters*, by Uncornered Market

FREEDOM TO TRAVEL CAMPAIGN

WTTC launched its 'I Am Travel' campaign to ignite the conversation about visa facilitation and the free movement of people under the umbrella of its Freedom to Travel strategic priority.

In our research about Travel & Tourism, we talk about the importance of the sector to global GDP and employment. Travel & Tourism is one of the largest employers in the world and contributes nearly 10% to the world's GDP. But what about the people factor in all of this? Countless travellers speak of the marvels of far-off places, the eye-opening experiences they've had in culturally opposite countries, the mind-expanding benefits of leaving their comfort zones and speaking to new people, and the palette-challenging excitement of devouring new types of cuisines. Yet people born in certain countries enjoy more travel freedom than others. And while there are many reasons for this, our idea is simple: our common desire for travel is a great equaliser.

'I Am Travel' is addressing those reasons; it is raising awareness of the issue of travel freedom and expanding the conversation that is so relevant today.

It is WTTC's most successful social campaign thus far, gaining over 130,000 video views for the main 'I Am Travel' video and a further 60,000 views for the three themed 'I Am Travel' videos (FACES, ADVENTURE, and LANDSCAPE) combined. The accompanying stories on the blogging platform, Medium, received over 3,000 reads, while the blog posts from travel influencers received approximately 10,000 page views, 105 comments (on the blog posts, excluding comments on social networks), and 4,112 social shares.

Jumeirah Group also made space available in their In-room Guest Entertainment system for the 'I Am Travel' video. The video also appeared on the Tsogo Sun TV channel.

MY LITTLE GREEN BOOK

Article originally published 28 September 2015 on www.medium.com/@WTTC

I knew what was coming. I'd gone through this very same drill dozens of times. As many times as each of those vibrant and colourful visas in my little green book. My Nigerian passport. Even before the immigration officer pulls me aside, I instinctively pull myself aside.

He glosses over my visa. A visa I'd spent hundreds of dollars acquiring. He finds his government's own issued visa but curiosity gets the better of him. He thumbs through the rest. Looking through the two green passports stapled together because visas were outnumbering passport pages.

"Why all these visas?" he asks.

This scene was repeated in airport after airport across several continents. The more visa stamps in my passport, the more my motives for travel were deeply questioned.

BECAUSE THAT EXPLANATION – THE DEEP ENRICHMENT TRAVEL BRINGS INTO OUR LIVES – WAS TOO EASY AN EXPLANATION FOR AN IMMIGRATION OFFICER REVIEWING MY NIGERIAN PASSPORT.

Why was I travelling? There had to be a more sinister reason beyond the need to explore and enrich my life through experiencing other cultures. There had to be a dubious reason for me to leave my comfort bubble of familiarity and travel the world to put my life in perspective and context as a global citizen. There had to be a mysterious reason why I would want to sample local traditional foods, trace the steps of history, and marvel at intricate architecture so grand I stand awe-struck in silence.

2003. I remember taking my first bus tour through Eastern Europe right before several countries were joining the EU in 2004. In hindsight, I should have waited a year to travel. But life itself isn't guaranteed, opportunities should be taken when presented, and waiting would have defeated the pull and wanderlust of travel.

So that meant a visa for every single country – five of them – I was travelling through on that trip: Austria, Hungary, Czech Republic, Poland, and Slovakia. Close to \$1,000 in multiple-entry visa fees alone.

At border crossings, our rowdy group of 20-something-year-olds fell silent each time a passport control officer hopped on board and glided down the aisle, sucking our collective air with authority. Grabbing various blue and red passports and neatly stacking them, he'd stop by my seat, glance at my green passport as if a contraband item, study my face, and push my green passport beneath the pile.

At every single border, I'd convince myself it was for easier access that mine was pushed beneath the pile. Until the officer would come back onto the bus and escort me off for further questioning with his colleagues.

Why was I travelling? Explaining it to the questioning officer was never enough. I had to explain this unbelievable concept of me travelling on a Nigerian passport for the sole purpose of enjoyment to his colleagues too.



By the time our tour through Eastern Europe was over, I'd unwillingly delayed our bus for an average of 30 minutes at each border crossing, when I was the one who had paid several hundreds of dollars to have my motives scrutinised.

But the beautiful irony is that my little green book opened up the world to me.

While doors were being slammed, it stubbornly wedged itself through the cracks and got me in. It filled me with an undeniable resolve and passion to keep exploring and learning about the world around me, and above all, truly listening to people and their cultures and why they believe and live the way they do.

It forced people to see me, deal with me, and learn about me even when they weren't ready to. And in my own way, I began to chip away at their biases, distrust, and discomfort around people they didn't encounter every day.

Today, I work as a travel writer and blogger sharing rich cultural stories of everyday people, their lifestyles, and what makes them burn with unbridled passion for what they do and for their traditions.

Today, I work as a travel photographer within the National Geographic brand family communicating these stories visually. I have an EU passport now.

One that came because, ironically, I found love across borders. And the ease with which I can flow through those very same boundaries and cultures is without a doubt a privilege. One I certainly don't take for granted.

Travelling with my Nigerian passport never stopped my resolve but I wonder: how many talents lay hidden forever because they were never given the opportunity to explore, to see the world, to learn from other cultures, to be cultural ambassadors themselves, and to use those talents to make a difference in their own way?

I WILL NEVER FORGET MY LITTLE GREEN BOOK.

How easy it could have been for me to become demoralised after the umpteenth border stop, after paying the next \$200 visa fee, after feeling the emotional weight of never-ending restrictions simply because I was born in a certain country.

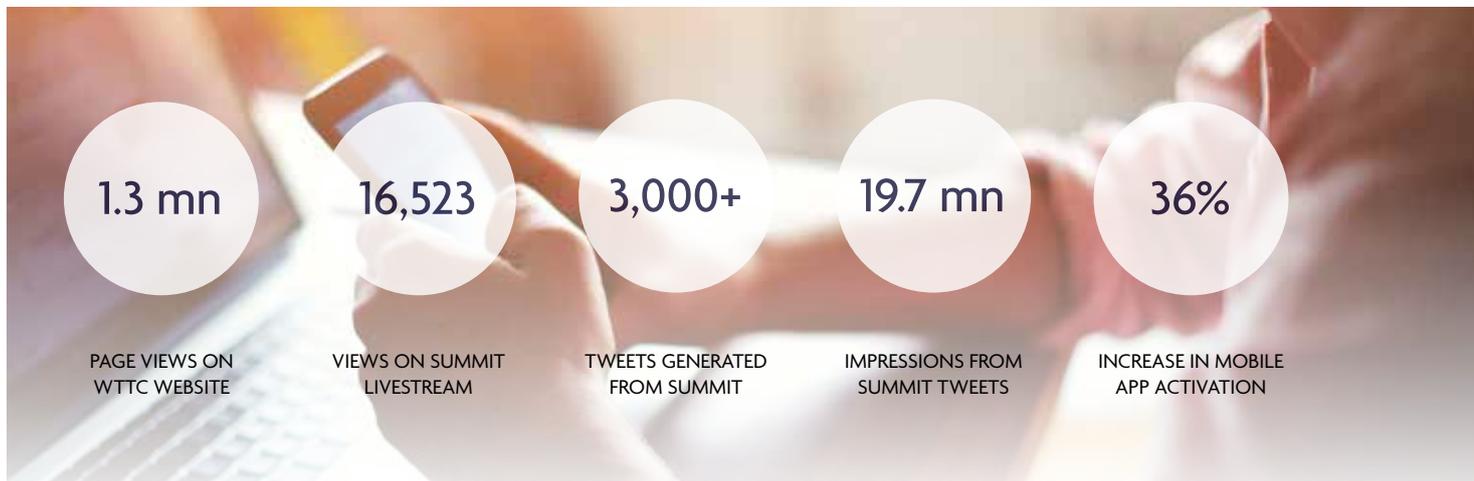
I will never forget my little green book.

IT WAS WHAT TAUGHT ME RESILIENCE AND PERSEVERANCE.

It was what drove me to explore the world. To keep stubbornly pushing past boundaries and barriers in life. To realise this was the career path I was born to be on.

Stockholm-based Lola Akinmade Åkerström is an award-winning travel writer, photographer, and blogger who contributes to several publications such as National Geographic Traveler, BBC, The Guardian, CNN, and many more. She writes on her own website at www.lolaakinmade.com.

PROGRESS ON PROMOTION: BY THE NUMBERS



MARKETING

Over 1.3 million page views on the WTTC website.

Live-streamed the Global Summit in Madrid.

Highly engaged social followers and a dedicated content page on the website.

WTTC website is now placed third among travel association websites, following IATA and UNWTO, in terms of global website rankings.



MEDIA

We delivered a step change in business/financial media coverage, with Bloomberg, CNBC, BBC, and CNN interviews. WTTC was featured editorially in 5,530 articles, reaching 10.7 billion people, with a publicity value of \$6.2 million. Our Media Partner programme now boasts 24 Partners, contributing \$4 million free advertising annually. Global Summit coverage generated 2.6 billion impressions in media coverage, with an estimated \$862,000 in publicity value.



KEY PRESS RELEASES

- Global Travel & Tourism will grow 3.5% in 2015
- Global Travel & Tourism leaders' statement on the recent terrorist attacks
- Travel & Tourism companies 20% cleaner than 2005, commit to 50% CO2 cuts by 2035
- Travel & Tourism leaders welcome the Global Sustainable Development Goals
- Travel & Tourism bigger employer than automotive, mining, and financial services combined
- European Travel & Tourism growth threatened by poor infrastructure planning
- Travel & Tourism in 2015 will grow faster than the global economy
- 14 million jobs at risk due to global Travel & Tourism talent shortage
- Prime Minister of Spain receives UNWTO/WTTC Open Letter on Travel & Tourism

MEDIA APPEARANCES

CNN and CNN Marketwatch, BBC, *The Telegraph*, *The Washington Post*, *The Wall Street Journal*, *Associated Press*, *USA Today*, *Forbes*, *The Economist*, *Financial Times*, *Reuters*, *Bloomberg*, *La Stampa* (Italy), *El País* (Spanish), *de Volkskrant* (Netherlands), *Reforma* (Mexico), *Correio Braziliense* (Brazil)

TELEVISION

CNBC, BBC International, Bloomberg, CNN, BBC World, CCTV, People's Daily Online



TELEPHONE & WRITTEN INTERVIEWS



MENTIONS OF WTTC



VALUE OF EXPOSURE

THE COUNCIL



DR MICHAEL FRENZEL
Incumbent Chairman
TUI AG



GERALD LAWLESS
Incoming Chairman
Dubai Holding



DAVID SCOWSILL
President & CEO
World Travel & Tourism Council

VICE CHAIRMEN

JEFFREY C RUTLEDGE

Chief Executive Officer | American International Group, Inc

DUAN QIANG

Chairman | Beijing Tourism Group

JAMES HOGAN

President & CEO | Etihad Airways

CHRISTOPHER J NASSETTA

President & CEO | Hilton Worldwide

EDOUARD ETTEDGUI

Group Chief Executive | Mandarin Oriental

MANFREDI LEFEBVRE D'OVIDIO DI BALSORANO DE CLUNIERES

Chairman | Silversea Cruises

BRETT TOLLMAN

President & CEO | The Travel Corporation

CHRISTOPHER RODRIGUES

Chairman | VisitBritain

EXECUTIVE COMMITTEE

GEOFFREY J W KENT

Founder, Chairman & CEO | **Abercrombie & Kent**

SÉBASTIEN BAZIN

Chairman & CEO | **AccorHotels**

CLAIRE BENNETT

Executive Vice President | **American Express Company**

WILLIAM GLENN

President & CEO | **American Express Global Business Travel**

JYOTSNA SURI

Chairperson & Managing Director | **Bharat Hotels**

DOUGLAS ANDERSON

President & CEO | **Carlson Wagonlit Travel**

PAUL GRIFFITHS

CEO | **Dubai Airports**

GARY CHAPMAN

President Group Services & dnata | **Emirates Group**

CHEN FENG

Chairman of the Board | **HNA Group**

HIROMI TAGAWA

Chairman of the Board | **JTB Corp**

FEDERICO GONZÁLEZ TEJERA

CEO | **NH Hotel Group**

RICHARD R KELLEY

Chairman Emeritus | **Outrigger Enterprises Group**

RICHARD D FAIN

Chairman & CEO | **Royal Caribbean Cruises**

TOM KLEIN

President & CEO | **Sabre Holdings**

PANSY HO

Managing Director | **Shun Tak Holdings Limited**

GORDON WILSON

President & CEO | **Travelport**

MARCEL VON AULOCK

CEO | **Tsogo Sun Group**

STEPHEN P HOLMES

Chairman & CEO | **Wyndham Worldwide**

DIRECTORS

GEOFFREY BREEZE

Marketing Director

HELEN N MARANO

Senior Vice President, Government & Industry Affairs

JASON NORMAN

Finance Director & Company Secretary

CAROLINE PLANT

Business Development Director

OLIVIA RUGGLES-BRISE

Policy & Research Director

TONY THOMPSON

Events Director

WHO ARE WE?

WTTC is the only global body that brings together all major players in the Travel & Tourism industry (airlines, hotels, cruise, car rental, travel agencies, tour operators, GDS, and technology), enabling them to speak with One Voice to governments and international bodies. It is important that WTTC has the broadest geographical representation and includes all aspects of the sector, including organisations that provide vital services to Travel & Tourism.

With Chief Executives of over one hundred of the world's leading Travel & Tourism companies as its Members, WTTC has a unique mandate and overview on all matters related to Travel & Tourism. WTTC works to raise awareness of Travel &

Tourism as one of the world's largest industries, supporting 284 million jobs and generating 9.8% of world GDP.

WTTC advocates partnership between the public and private sectors delivering results that match the needs of economies, local and regional authorities, and local communities, with the needs of business, based on:

- Governments recognising Travel & Tourism as a top priority,
- Business balancing economics with people, culture, and environment,
- And a shared pursuit of long-term growth and prosperity.



THE AUTHORITY ON WORLD TRAVEL & TOURISM

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