Together for EU Tourism

Transition Pathway for Tourism

Continuous Commitment by Tourism Stakeholders

3rd Report on Stakeholder Pledges and Commitments
published on 31 March 2023

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EXECUTIVE SUMMARY

The Commission published the [Transition Pathway for Tourism](#) in February 2022, followed by an [online call for commitments](#). Stakeholders were invited to reflect and submit concrete pledges for action to become active members of the Together for EU Tourism community. The first published results on 28 June included 186 published pledges for action, and 112 organisations expressing their commitment to the Transition Pathway for Tourism. A second round of commitments followed, reaching 260 concrete action pledges and 142 organisations. This report summarised the situation following the third round of collection of commitments: By now, **179 organisations made general commitments, out of which 107 organisations submitted in total 382 concrete actions pledges**. The collection for pledges continues, and the results will be regularly updated to the DG GROW website on [Commitments and pledges for the transition of EU tourism](#).

This document presents the state-of-play after the winter season 2022/2023, on the set of pledges which were collected by mid-March 2023. The publication combines all the pledges received into one expanding set of knowledge with concrete result-oriented actions to support the Transition Pathway. From this set of published submissions we can observe:

- As in the second round, **the largest share of new concrete pledges comes from SMEs**. Business associations are other significant contributors (second most common organisation type), as well as Destination Management Organisations ("DMOs" - third most common organisation type).

- Similarly to the previous round, now **organisations with concrete actions and targets are in the majority**, compared to the ones expressing only general commitments. This means that stakeholders are learning from the lessons of the previous publications and are now ready to submit concrete action, based on the objectives laid down in the Transition Pathway for Tourism.

- Unlike the previous rounds where 'Comprehensive tourism strategies development or update' (topic 4) ranked first, **the most common topic area is now 'Supporting the green transition of tourism companies and SMEs' (Topic 8)**, holding the biggest share of new pledge submissions. The second most common one is 'Circularity of tourism services' (Topic 7), followed by 'Sustainable mobility' (Topic 6). A considerable number of new submissions is also under 'Pact for skills in tourism' (Topic 22). This trend may be related to 2023 being the [European Year of Skills](#).

- **After the third round of commitment collection, all the topics of the Transition Pathway for Tourism have published pledges**. This expansion shows an increasing interest from stakeholders who are implementing a more and more diversified range of actions.

Overall, all the pledges received in this third round better elaborate their actions and targets, learning from the examples and lessons of the first and second rounds of pledge collection. Similar to the previous batches of commitments, the pledge preparation process included bilateral feedback, suggesting, where needed,

specific and concrete areas for improvement for each of the pledges sent. This **support service** helped a good number of organisations to submit concrete action with verifiable targets, thus keeping up the quality of published pledges.

A few stakeholders chose to improve or add pledges since their first publication, but most of the pledges are submissions from new stakeholders. So far, the DG GROW tourism team has reached out to all the stakeholders who have submitted a pledge proposal, providing suggestions to refine them, as appropriate. Several potential pledge proposals wait for clarifications before publishing. **Interested parties are invited to continue the process by finalising unpublished pledges and/or updating published ones**. Interactions with the stakeholders show that describing a concrete planned action with a measurable target in written form is a new way of thinking for many, especially for smaller organisations.

This short report summarises and illustrates interesting examples from the new submissions, and stakeholders are invited to study all the pledges published online. Reviewing the published examples of similar types of organisations can provide useful ideas for own action and help link with other actors in the same field of activity or similar geographical area for new collaborations. The DG GROW tourism team will continue to work on developing stakeholder interaction opportunities to facilitate peer exchanges, learning and synergies between ongoing activities demonstrated by these pledges.

The collection of pledges and commitments is a continuous process. All stakeholders are invited to **respond to the [online call for pledges and commitments](#)**, and the next cut-off date will be in September 2023, to allow for pledge publication in October 2023.

The results of this report will also be discussed in the **upcoming [European Tourism Day 2023](#) (5th May 2023)**, which will be an important stage to assess the outcomes of the first year of collection of commitments, the level of stakeholder engagement and the next steps to concretely support the Transition Pathway for Tourism in the future.

INTRODUCTION

On 10 March 2020, the Commission adopted a new industrial strategy. The aim was to help EU industry lead the green and digital transformations and to boost the EU's global competitiveness and open strategic autonomy.[1] In light of the experience of the COVID-19 pandemic, the update of the EU industrial strategy in 2021[2] highlighted the need to further accelerate the green and digital transitions and increase the resilience of the EU industrial ecosystems. To do so, the Commission proposed launching Transition Pathways that are co-created with stakeholders, to help the transformation of industrial ecosystems. As the tourism ecosystem was the hardest hit by the pandemic and faces major challenges to achieve the twin transition, it was the first industrial ecosystem to start working on its Transition Pathway.

The co-creation process for the Transition Pathway for Tourism was launched on 21 June 2021 with the publication of a staff working document[3] on potential scenarios for the transition. At the same time, the Commission published a targeted stakeholder consultation to collect comments and contributions. The online consultation and the following 16 workshops and meetings with stakeholders involved over 260 stakeholders in the co-creation process. Several meetings were also organised with EU Member states experts, EU institutions, Commission policy services and the Industrial forum, to ensure that the Transition Pathway covered all relevant concerns and linkages with different policy areas. The objective was to be as open and inclusive as possible, and provide a comprehensive picture of tourism and its linkages to different sectors and actors, which need to be considered for the twin transition and improving resilience of the EU tourism ecosystem.

Figure 1: Overview on Transition Pathway for Tourism action topics

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[1] European industrial strategy | European Commission (europa.eu)
[2] COM(2021) 350 final
[3] SWD (2021) 164 final

The resulting [Transition Pathway policy report][4] summarises key aspects of these discussions and formulates 70 concrete actions under 27 key topic areas. Figure 1 gives an overview of these topics under five key groups: Policy and regulation, Green transition, Digital transition, Skills and resilience, and Stakeholder support.

Co-implementation as a follow-up of co-creation

The co-creation process with public and private EU stakeholders showed how crucial it is to work together to support the green and digital transition, recover from the pandemic and increase the long-term resilience and sustainability of the ecosystem. That is also the only possible way to put this work in action, encouraging and supporting co-ownership with collaborative and participative structures and processes, which feed into the continuous support and regular assessment of the transition measures and targets.

The EU competences on tourism are on facilitating a favourable environment and supporting best practices exchange. Therefore, the key task for the Commission in the Transition Pathway co-implementation process is to support and ease stakeholders to take action, optimize synergies, collaborate and support each other.

After the publication of the Transition Pathway in February 2022, the stakeholders were invited to get engaged in the co-implementation process by reflecting which concrete actions they could take and what targets they could set for their actions to support the objectives of the Transition Pathway. They were invited to submit pledges through an [online call for pledges and commitments](#) which remains continuously open, with cut-off dates for publication 2 times a year.
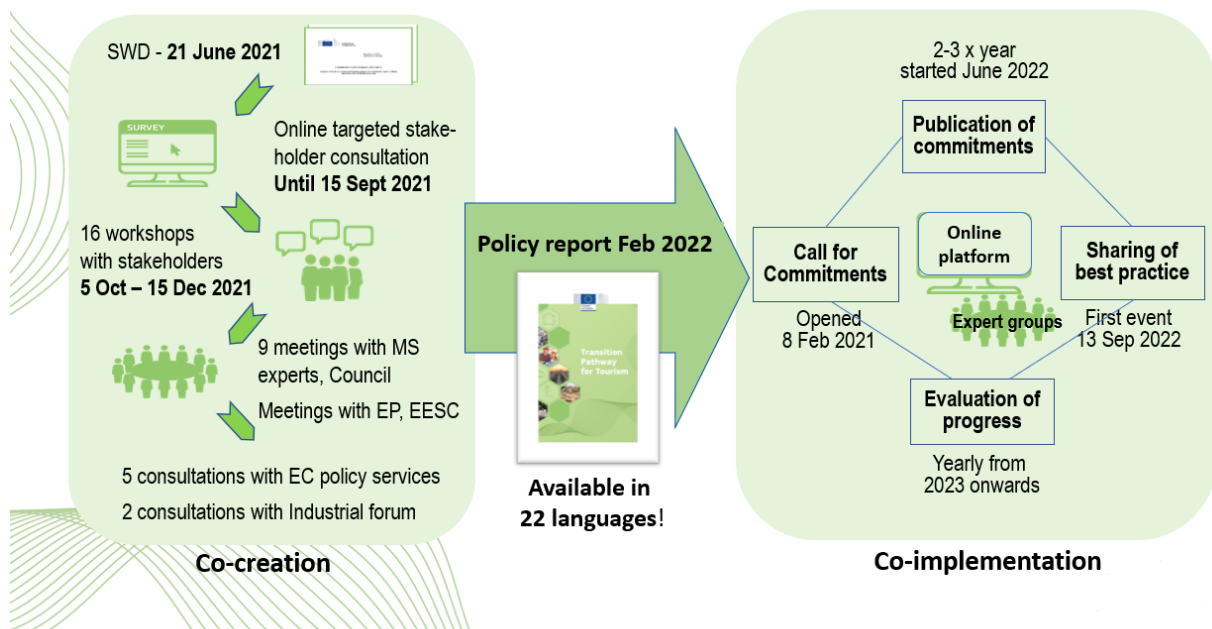
Figure 2: Transition pathway as a long-term continuous process

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[4] [Available in 22 languages at EU Publications Office website](#)

The follow-up of pledges and facilitating and monitoring the progress of the Transition Pathway will be supported by the **Commission Expert Group** which is being created to serve as a bridge and communication mechanism between the overall stakeholder community, Member States and DG GROW. The Expert Group will be composed of a maximum of 50 members in addition to representatives from Member States. The experts will join three different sub-groups, according to the key dimensions of the Transition Pathway: Green Transition, Digital Transition, and Resilience/Inclusion/Skills. Their work and the overall 'Together for EU Tourism – T4T' stakeholder community will be supported by an **online stakeholders support platform**, which will aim to provide integrated access to all relevant knowledge, resources, shared events and opportunities for collaboration.

Pledges as tools for flexible and expanding co-implementation

The [Tourism Transition Pathway report](#) puts together actions and objectives that are broadly supported by stakeholders, but the implementation process must recognise that each of them operate in different contexts, have different starting points and priorities. This was often highlighted by the stakeholders during the co-creation phase. Therefore, the approach to the Transition Pathway implementation recognises that there are no one-size-fits-all solutions, and that all actors need to be open to continuous innovation and adaptation.

Pledges are the **tool for translating the theory into action**, and for establishing actions that support the shared transition objectives in the most meaningful way for each actor concerned – therefore, they need to be defined by the actors themselves. By gathering and publishing such pledges, several objectives are supported:

- Providing evidence that EU tourism stakeholders are committed to the objectives of the Transition Pathway and taking concrete actions to this end;

- Showing examples of leadership, innovations and best practice in the tourism transition for peers and collaborators to follow;

- Helping to point out key topics, groups of actors and regions with ongoing actions and where possible gaps remain, which need further attention;

- Supporting stakeholders to find collaborators and the Commission to help optimising and facilitating synergies between stakeholders, Member States, policy areas and initiatives;

- Providing information for assessing the progress of key activities in the tourism transition and on possible needs to refine priorities, objectives, and support mechanisms.

The objective is to publish received and well-elaborated pledges 2-3 times a year. This allows stakeholders to send in new pledges any time, or to modify their existing pledges if necessary to improve their clarity, amend with new information, or to adjust to changing circumstances. The collection of pledges, like the whole Transition Pathway co-implementation, is a long-term process where new

members are invited to join, and regular stock-taking of the progress will take place.

Primarily, all stakeholders are invited to send **concrete pledges for action with 1) a future-oriented action, 2) a measurable result and target date or frequency, and 3) a link with Transition Pathway**. But since elaborating concrete pledges proved to be complicated in practice for many stakeholders, another publication list of "committed organisations" was also created, to reflect those organisations that have expressed general commitment to the Transition Pathway objectives but have not yet formulated concrete action pledges. Also, these organisations are encouraged to develop concrete pledges with support provided by the DG GROW tourism team.

Objectives of this report

This report gives an update on the [pledges and commitments published on 31 March 2023](#), with focus on the new submissions after the first and second rounds of published pledges respectively on 28 June and 28 October 2022. The currently published set includes submissions from 179 organisations, and 382 action pledges. Many more pledge proposals have been received and DG GROW continues to work bilaterally with the stakeholders to help them clarify their pledges for publishing.

This short report has three key objectives:

- To demonstrate that the Together for EU Tourism community keeps growing with new actors and an increased number of concrete action pledges;

- To highlight examples of interesting new elements and best practices recognised from new additions to the pledge collection;

- To encourage new stakeholders to join the Together for EU Tourism (T4T) community by considering existing examples as possible actions for replication or collaboration, or as inspiration for creating their own meaningful way to contribute to the shared ambitions for the future of EU tourism.

After this introduction, the following two key sections summarise the current status and recent developments in the third round of commitment collection. The first section presents an overview of organisations that have sent submissions. The second section shows examples from pledges for each key group of Transition Pathway topics. The next section draws lessons and summarises guidance on pledge preparation, and the report finishes with a short conclusion. Annex I presents the list of Transition Pathway topics as a reminder for the reader. Further information on these topics, their objectives, expected key actors and the transition context can be found in the [Transition Pathway policy report](#).

OVERVIEW OF ORGANISATIONS WITH SUBMISSIONS

This section describes the currently published submissions from stakeholder organisations either as general commitments or as concrete action pledges to contribute to the Transition Pathway objectives.

Altogether, the published list of organisations on 31 March 2023 includes 179 organisations from 23 EU Member States, the UK, Switzerland, Liechtenstein, Norway, Montenegro, Albania, Japan, Bosnia and Herzegovina, and USA expressing their commitment. Out of these, **107 organisations made 382 concrete pledges that were published**. The addition of new pledges from other countries outside the EU (Bosnia and Herzegovina and USA) confirms the trend identified in the previous publication of the relevance and interest of the Transition Pathway for Tourism as a framework for collaboration with external stakeholders.

Figure 3 illustrates the distribution of these organisations, together with information on how many of them have also published pledges and how many organisations still are elaborating on or revising concrete action pledges.

Spain, Italy and Belgium continue to have the largest numbers of engaged stakeholder organisations. Spanish organisations are broadly distributed across different possible organisation types. Most of them (11 out of 26) represent regional administrations or SMEs. Italian organisations are distributed across several types, with almost half of the representation coming from business associations and regional administrations (11 out of 24). More than half of the Belgian organisations (14 out of 21) are business associations and NGOs. This data confirms the trend identified in the previous batch of commitments.
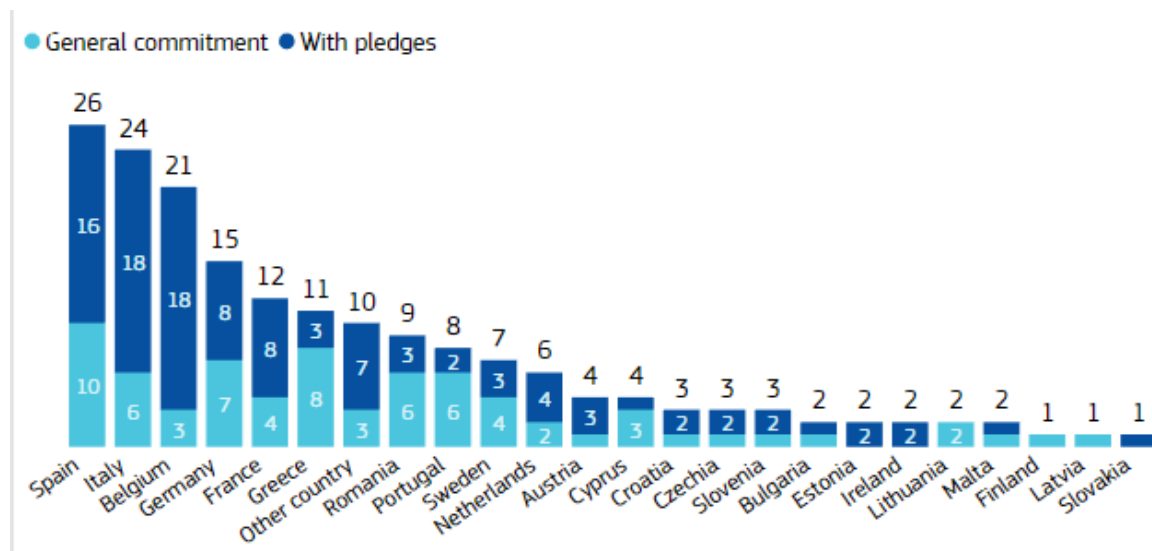

Figure 3: Number and origin of organisations that have submitted pledges and commitments

Figure 4 demonstrates how the published list of organisations includes several organisational types. The figure also shows how many organisations have published pledges or only general commitment without concrete action pledges. Business associations and public administrations show active engagement with concrete pledges, as do SMEs who have the second largest share of concrete pledges. This confirms the trend identified in the second round of pledge publications, where SMEs started balancing their lower participation in the first collection round and shows an even growing interest in the actions proposed in the Transition Pathway for Tourism. The new aspect emerging from the graph is the increased commitment of regional administration, whose number of concrete pledges equals the one of SMEs. As per the advisable actions to be taken in the future, more bilateral contacts could be targeted specially to increase participation of trade unions, international organisations, and consumer organisations in developing concrete pledges.
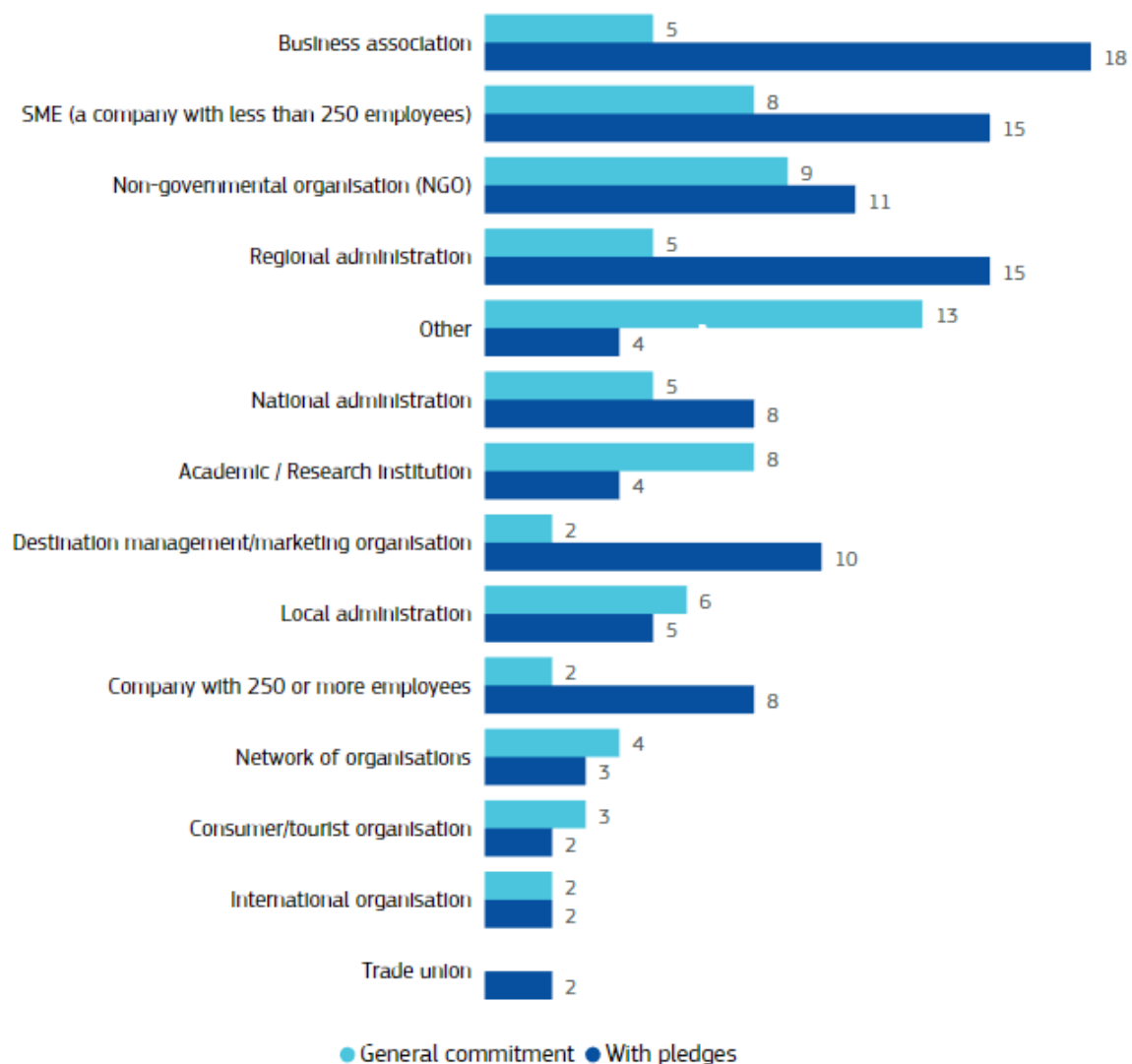

Figure 4: Types of organisations that have submitted pledges and commitments

SUMMARY OF PLEDGES

As described in the introduction, the published pledges do not represent all the submissions received, as many pledge proposals are still in the process of being further elaborated and clarified by the submitting organisations. The number of pledges received should not be considered for conclusive or statistical analysis of all activities taking place among the tourism actors. However, they provide interesting insights and excellent examples of leadership with concrete actions that different types of stakeholders can undertake to support the ambitions and identified action topics of the Transition Pathway for Tourism.

Overview of pledges

In March 2023, there are **382 published pledges, addressing now all Transition Pathway topics**. In contrast to previous rounds, in this third batch, also Topics 13 ('Promoting the use of the PEF and OEF methodology and the development of sectorial category rules for the tourism ecosystem') and 24 ('Fairness and equality in tourism jobs') have published pledges. Topic 13 proposes exploring product environmental footprint methods for tourism and Topic 24 addresses attractiveness and fairness of tourism jobs. Indeed, stakeholders have welcomed the invitation to make and share concrete actionable pledges on how they plan to address the issue of staff shortages at their level. This acquires particular relevance in the year of the present publication (2023), which has been declared the European Year of Skills.
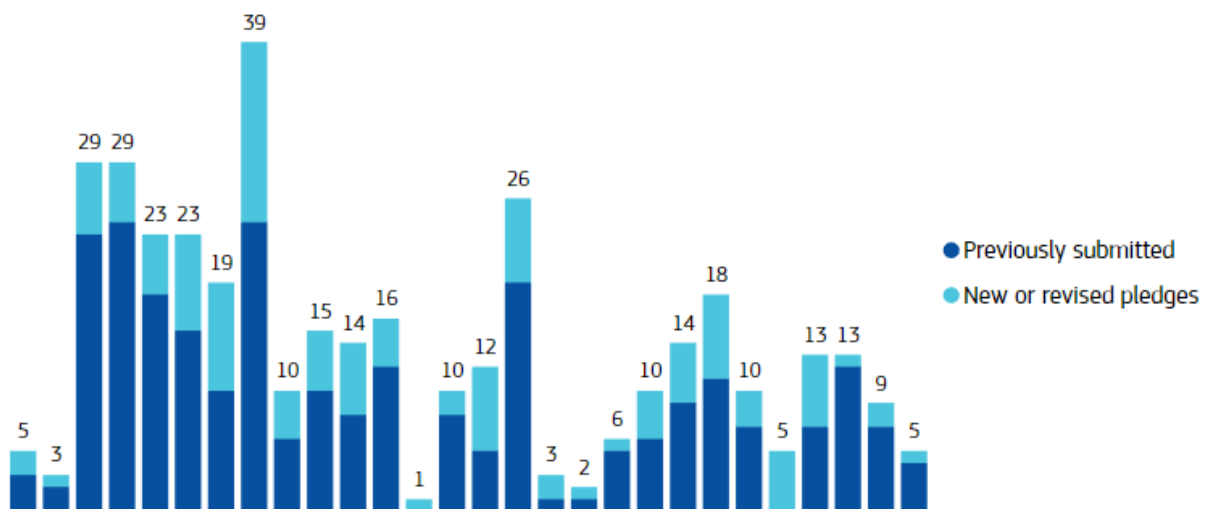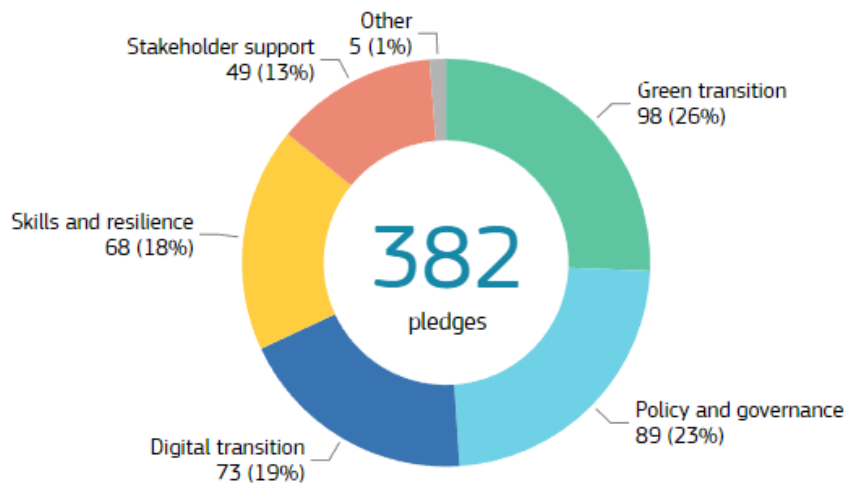

Figure 5: Published pledges by Transition pathway topic number

Figure 5 demonstrates that, unlike the previous rounds of publication, the most commonly published pledges are presented under Topic 8 on 'Green transition of tourism companies and SMEs'. From the new pledge submissions, a significant part focused on Topic 6 (Sustainable mobility) and Topic 7 (Circularity of tourism services). These three topics, alongside the pledges submitted for Topics 12 (Research and innovation projects and pilots on circular and climate friendly tourism) and 13 (aforementioned) are focusing on the green transition. This shows that stakeholders are trying to offer more sustainable solutions to European

tourists and travellers, in line with their intention to change their travel habits in this direction.[5]

In the second pledge collection round the feature "Other Topic" (marked as number 28) was introduced to help the submitters who had difficulties with placing their planned action under the specific Transition Pathway topics. The feature has been kept also in this third round, with an interesting contribution focusing on the active engagement to protect natural and cultural resources of tourism destinations (EUROPARC Federation).

Figure 6: Pledges published under topics 1-28 under key transition pathway dimensions

When looking at the pledges from Topics 1-28 and placing them under the key groups illustrated in Figure 1, Figure 6 illustrates how the first three groups keep balancing their shares since the first publication round. Overall, all the pledges on all the topics have increased in numbers but not changed considerably in share. The only exceptions are green transition, which in this third round has replaced policy and governance in terms of holding the largest share (98 pledges, i.e., 26% of all published pledges), and skills and resilience, which has registered a growth by 2% compared to the second round (with 68 pledges). Now there are 89 pledges (23%) under policy and governance topics and 73 pledges (19%) under digital transition, which holds the same percentage as in the second batch. This indicates that overall the stakeholders are more evenly committing to different dimensions of the Transition Pathway for Tourism.

The following sections will give some more information and examples of newly published pledges in all these key areas.

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[5] [Attitudes of Europeans towards tourism - November 2021 - - Eurobarometer survey (europa.eu)](#)

Policy and governance

Altogether **89 pledges** were published relating to this group, which is composed of:

- Topic 1: Fair measures for Short-Term Rentals (STR)
- Topic 2: Regulatory support for improved multimodal travelling
- Topic 3: Improving statistics and indicators for tourism
- Topic 4: Comprehensive tourism strategies development or update
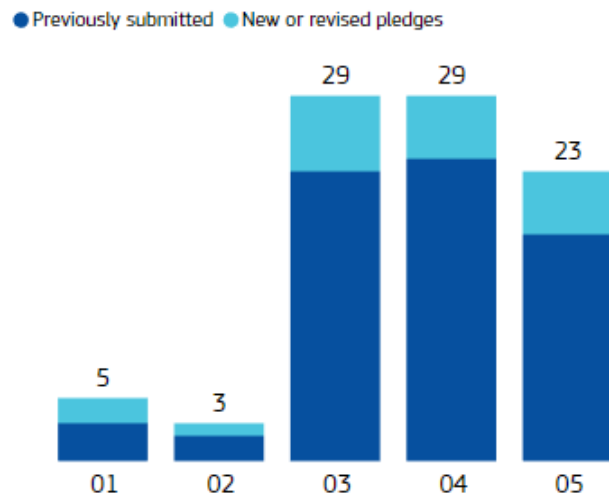- Topic 5: Collaborative local destination governance

Figure 7: Published pledges on policy and governance

As demonstrated by Figure 7, the most common pledges address the improvement of statistics and indicators for tourism (Topic 3) which has been a key concern among the stakeholders, and the development or systematic follow-up of comprehensive tourism strategies (Topic 4), which pay attention to economic, social and environmental sustainability. Overall, after this third round, most actors making these pledges are regional administrations, but the highest number of new additions to this group of pledges came from SMEs.

Some observations from the newly published pledges include:

- Statistics and indicator systems are highly connected with the implementation of digital platforms. DMOs and SMEs can play a key role in the development of the latter and encouraging other actors to do the same (Netherlands Board of Tourism & Conventions, IN2destination Research & Consultancy in Tourism, Rainmaker.travel – see box 1). These are important advances to be shared with the broader EU tourism stakeholder community and will contribute to the tourism data space with open datasets and replicable measurement approaches.

- Different types of organisations (business associations, DMOs, regional administrations and SMEs) highlight the importance of involving actors from different vertical levels (national, regional, and local) and horizontal sectors (accommodation activities, event organisers, transport operators, etc…), such as Lombardy Region, Netherlands Board of Tourism & Conventions, Rainmaker.travel and Mirabilia – see box 2. This emphasises the importance of creating and developing a rich and diverse T4T Community, able to represent the interests of different categories of actors.

- Actors from different types of organisations mentioned the importance of cooperating with other tourism stakeholders in order to develop comprehensive tourism strategies (IN2destination Research & Consultancy in Tourism, Lombardy Region, Metropolitan University Prague – see box 4). This confirms the accelerating roll-out of the actions proposed in the

Transition Pathway for Tourism and the need for continued support by the Commission to help tourism players work together.

- The action 'Regulatory support for improved multimodal travelling' (Topic 2) has received a new pledge, from an actor operating in the field (ETF - European Transport Workers' Federation – see box 3) who also highlight other EU projects focusing on this topic, such as the Trans-European Transport Network (TEN-T). Therefore, through different supporting mechanisms, the role of the Commission in sustaining tourism organisations in order to achieve the objectives set in the EU Agenda for Tourism is reaffirmed.

Example box 1: Rainmaker.travel (Topic 3 - Improving statistics and indicators for tourism)

"The rainmaker Tourism Cloud Platform and the Destination Network Open Platform have a feature that shows statistics and insights for the entire customer journey (Dream, Plan, Book, Experience, Share) for a destination and its businesses in a unified dashboard. It uses anonymous data to provide market intelligence for the destination and its tourism organization (DMO). The goal for 2025 is to work with at least 50 tourism authorities and destinations to make this feature available to them."

Example box 2: Mirabilia (Topic 5 - Collaborative local destination governance)

"Mirabilia Network commits to organizing, on a yearly basis, a national award to be assigned to the best product, application or technological solution developed to remove obstacles or solve problems connected to restarting the tourism economy after the pandemic, or making it more resilient in favour of lesser known Unesco sites. An essential requirement is that these products, applications and solutions involve the use of one or more of the enabling technologies of the National Italian Plan IMPRESA 4.0 and contribute significantly to the improvement of actions of one or more stakeholders, actors or intermediaries operating in the tourism supply chain (accommodation activities, attractions, seaside businesses, event organizers, transport line managers, administration activities, tourist information points, tour operators, agencies travel, and online travel agencies). We intend to assess the concept's impact in 2025 after three consecutive award rounds."

Example box 3: ETF - European Transport Workers' Federation (Topic 2 - Regulatory support for improved multimodal travelling)

"As an organisation representing transport workers, we are keen to ensure that there are realistic, practical and green intermodal transport solutions to support green travel of passengers to/from tourism destinations. The ETF represents workers in all transport modes, and we regularly work together to come up with common intermodal solutions, including under the TEN-T framework. The ETF intends to hold a joint meeting of its railway and aviation members at the end of 2023 to discuss best possible intermodal strategies for the transfer of international passengers between the transport modes. This will feed into the ETF's broader policy position on intermodality."

Example box 4: Metropolitan University Prague (excerpt of the pledge) (Topic 4 - Comprehensive tourism strategies development or update)

… [extract of text – see full pledge online] …

"In 2023, we will cooperate with Prague City Tourism (Prague's Destination Management Organization) on the Strategy for sustainable inbound tourism for possible pandemics. We will identify effective short-term and long-term measures based on examples of good practices from European countries, interviews and focus groups with tourism actors in the region (associations, hotels, travel agencies, restaurants, and MICE entities). We will propose a strategy for sustainable inbound tourism and participate in dissemination activities.We are continuously consulting the strategic document for the Central Bohemia Tourism Board (2023-2024). We participate in research activities of the Czech National Tourism Board for the newly proposed Tourism Act."

Green transition

Altogether **98 pledges** were published relating to this group, which is composed of:

- Topic 6: Sustainable mobility
- Topic 7: Circularity of hospitality industry
- Topic 8: Green transition of tourism companies and SMEs
- Topic 12: R&I and pilots on circular and climate friendly tourism
- Topic 13: Appropriation of PEF and OEF methodology and development of support tools for tourism ecosystem
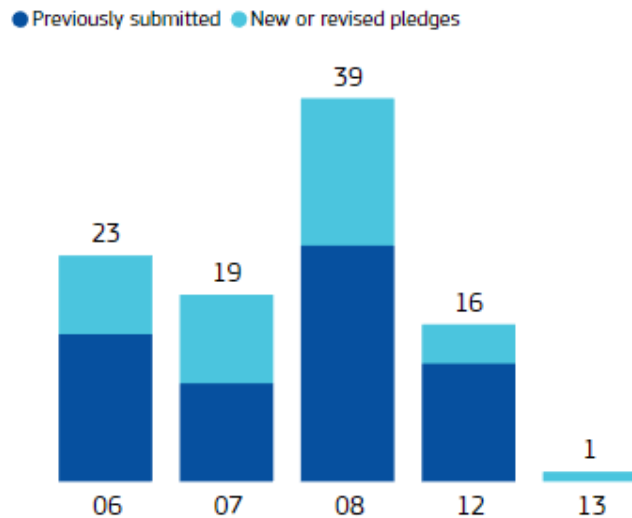

Figure 8: Published pledges on green transition

This area was the one with the highest number of new submissions (37). The previously quite even distribution of pledges under this area is now weighing mostly towards Topic 8 on putting in practice the green transition of tourism companies and SMEs. Overall, most of the newly published pledges to this area come from SMEs and business associations. For the first time a pledge for Topic 13 ('Promoting the use of PEF and OEF methodology and development of support tools for tourism ecosystem') was made. This shows that stakeholders are starting to understand the relevance of more investigation on how to measure their environmental footprint with the aim of reducing it.

Some observations from the newly published pledges include:

- Many pledges coming from the private sector (business associations and SMEs) underline the importance to create frameworks in order to measure and eventually reduce their environmental footprint (IN2destination Research & Consultancy in Tourism, Mirabilia, ECTAA, ALBARARI SL, Netherlands Board of Tourism & Conventions – see box 5).

- Several regional administrations (Lombardy Region, Regione Emilia Romagna, Federal Ministry of Environment and Tourism (Entity Ministry-Federation of B&H)) are investing in the green transition, with programmes aiming to build or make existing tourism accommodations more sustainable.

- Digital tools such as mobile data providers or traffic management tools can help the implementation of more sustainable forms of mobility (Austrian National Tourist Office – see box 6). This indicates that the action areas proposed in the Transition Pathway for Tourism are interconnected and, in some cases, they can complement each other to support stakeholders in achieving their goals for a more sustainable, digital and resilient tourism.

- Innovation projects focusing on climate friendly tourism require the establishment of a long-term partnership among a network of both private and public organisations from different levels (Surfrider Foundation Europe – see box 7).

Example box 5: Netherlands Board of Tourism & Conventions (Topic 8 - Green transition of tourism companies and SMEs)

> *"As part of the Taskforce and Perspective Action Agenda, a working group composed of knowledge institutions, industries, NTOs, DMOs and public authorities developed a roadmap: "Towards climate-neutral tourism" https://www.nbtc.nl/en/site/knowledge-base/the-road-to-climate-neutral-tourism.htm This roadmap is an exploration of what makes a tourist destination sustainable, how to make this measurable, and ways to make it sustainable. It is a joint process of ministry, CELTH, industries, entrepreneurs, NBTC, DMOs and cities, regions. The roadmap shows the fullest possible overview of challenges, opportunities and obstacles we face as a sector on the road to climate-neutral tourism. The course document will be translated into concrete actions and tools for tourism stakeholders from 2023 onwards. In 2023 we aim to reach 100 destinations on the importance of sustainability and at least 5 cities will develop their own roadmap for sustainable tourism with concrete actions."*

Example box 6: Austrian National Tourist Office (Topic 6 - Sustainable mobility)

> *"We are already working on two use cases in mobility in Austrian Alps regions (Schladming and Zell am See). With the use of mobile provider data we are solving the problem of visitor management in the high season. One project (in Schladming) will result in offering a bus ride up to the mountain instead of private cars. The other project is about management of car traffic given the limited number of parking slots on the top of the mountain. Both projects will be completed this year (2023). Next year the pilot project can be rolled-out in other regions."*

Example box 7: Surfrider Foundation Europe (Topic 12 - R&I and pilots on circular and climate friendly tourism)

> *"At the local level we have a long partnership with the Nouvelle-Aquitaine region whom we share common views on sustainable topics with; moreover, we started to sketch together (with the regional committee of tourism) a plan for sustainable tourism in the Nouvelle-Aquitaine area. The idea here is to draw an Ocean friendly region on tourism topics with the tenet "avoid, reduce and compensate". SFE will support the Nouvelle-Aquitaine region businesses and industries towards blue tourism through ocean friendly restaurant campaign (see topic 7), our work about green sport on the aspect of the particular attractiveness of the coastal area and of nautical sports. We will also have a specific focus on cruises (see topic 6) and how we can support Nouvelle-Aquitaine ferries. This plan will take place in 2023 to 2026 with a long term partnership. Durant 2023 and 2024 we will work on major events, especially sport event (with rugby world cup and olympic games) on how to make them more sustainable. SFE develop a robust expertise on sustainable sport, leading an European project, the Green Sport Hub Europe. 2024 will be also a year of reflexion on how we can raise awareness on ocean protection among the Nouvelle-Aquitaine residents, as the gran majority of costal tourists are inlanders. With the help of the region, it could be a massive publicity campaign. At last, 2025 and 2026 will be on slow mobility through the region, with train as a center piece, linked with other way of moving (by foot, public transportation, bike, skate, and why not, surf!). A major work will be on working with municipalities (as transport is a part of their prerogatives) to design those path.*
>
> *If this is a success, we aim to work on this topic with other region and/or islands (ideally French Caribbean islands)."*

Digital transition

Altogether **73 pledges** were published relating to topics:

- Topic 9: Data-driven tourism services
- Topic 10: Improve the availability of information on tourism offer online
- Topic 14: Technical implementation for tourism data space
- Topic 15: R&I for digital tools and services in tourism
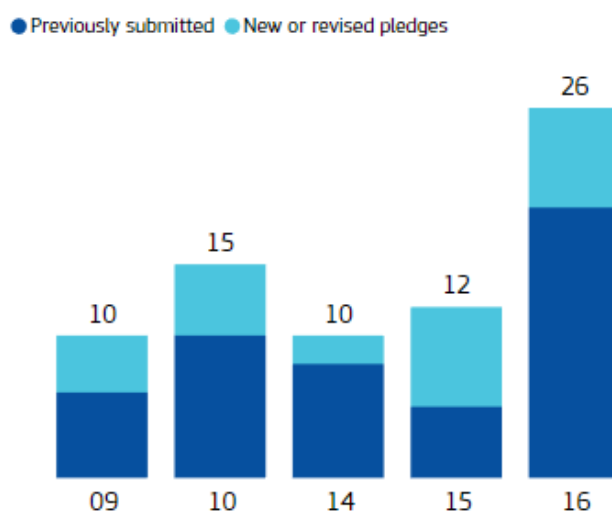- Topic 16: Support for digitalisation of tourism SMEs and destinations

Figure 9: Published pledges on digital transition

Differently from the second round, this area received the highest number of the new submissions from SMEs. A considerable number of new concrete pledges has been submitted for Topic 15 ('R&I for digital tools and services in tourism') and Topic 16 ('Support for digitalisation of tourism SMEs and destinations'), which also holds the largest share of pledges for the area of digital transition after all the rounds of publication. This points out that the support for digital transition is considered linked with the development of digital skills for SMEs and destinations.

Some observations from the newly published pledges include:

- Several projects in research & innovation are focusing on the use of data and big data (AR VISION 2049 S.L., Austrian National Tourist Office, Rainmaker.travel) to create data spaces or data-based applications with purposes ranging from improving the tourist experience, achieving more sustainable forms of transportation, and reducing the tourism environmental footprint. These projects at national or company level are setting the foundation of the future European Tourism Data Space, whose importance is underlined in the Transition Pathway for Tourism.

- Different types of organizations (Consumer/ tourist organisation and private companies) are implementing future-oriented projects using the QR technology for improving customer experience (Hotel Management Company PLC, Pafos Regional Board of Tourism - see box 9). Therefore, this may be a sign of a new trend in the tourism sector to use QR codes. A trend, that may merit further attention.

- Stakeholders from non-EU countries are also supporting the digital transition in tourism sector with several pledges directly mentioning the Transition Pathway for Tourism. This indicates that its resonance is spreading, alongside with its goals (Digital Tourism Think Thank – see box 8).

Example box 8: Digital Tourism Think Tank (excerpt of the pledge) (Topic 10 - Improve the availability of information on tourism offer online)

> *""Corporate Pledge Programme"*
>
> *The private sector, more specifically the online travel sector, play a pivotal role when it comes to ensuring the adoption and application of some of the key principles of the tourism transition pathway. At the same time, the online travel industry can often be seen as hard to reach, engage or coordinate with.*
>
> *… [extract of text – see full pledge online] …*
>
> *It is hoped that through the DTTT's Corporate Membership, we can create a channel for active dialogue between the online travel sector and European tourism policy, more specifically the priorities set out in the transition pathway.*
>
> *… [extract of text – see full pledge online] …*
>
> *Measuring Success*
>
> *1. June 2023 - Draft and share a paper for corporate partners on the importance and opportunity of engagement on the transition pathway.*
>
> *2. September 2023 - Successful canvassing of interest amongst existing corporate partners and potential future partners.*
>
> *3. November 2023 - Initiate representation activities to convey interests in the online travel sector and communicate progress and opportunities related to the transition pathway.*
>
> *4. January 2024 - Demonstrate positive demand generation through corporate membership growth and active engagement.*
>
> *5. March 2024 - Seek buy-in to a set of principles, values or actions in the form of a corporate pledge connected with the transition pathway."*

Example box 9: Pafos Regional Board of Tourism (Topic 16 Support for digitalisation of tourism SMEs and destinations)

> *"Transforming the way we think is one of the successes we are proud of. Here at the Pafos region in Cyprus we are investing in the use of digital technologies to manage and grow tourism while we monitor big data which can help us develop new activities or repackage existing activities according to the needs of visitors. A new study will be launched by mid May 2023 in order to appraise the digital level of the destination both in Cyprus and Overseas as an initiative to elevate its digital presence. It will involve all tourism providers in the whole province. Furthermore, a series of actions is on the way including but not limited to replacing most of the static info signs into smart interactive signs with the use of QR codes, introducing smart apps for better navigation in the destination such the Explore Pafos app but also in specific places of interest such as the UNESCO park app and the Myth of Aphrodite. In addition, all info related to tourism experiences is now digitalized, most of it, is translated in 5 languages and the focus till 2025 is to accelerate this journey of digital transformation. Introducing new initiatives, support SME's with training and transfer of best practises and leading the way for more success stories."*

Skills and Resilience

Altogether **68 pledges** were published relating to this group, including:

- Topic 17: Seamless cross-border travelling
- Topic 18: Coordinated management and updated information on travelling
- Topic 21: Educational organisations to engage in developing and renewing tourism education
- Topic 22: Pact for skills in tourism
- Topic 24: Fairness and equality in tourism jobs
- Topic 25: Enhancing accessible tourism services
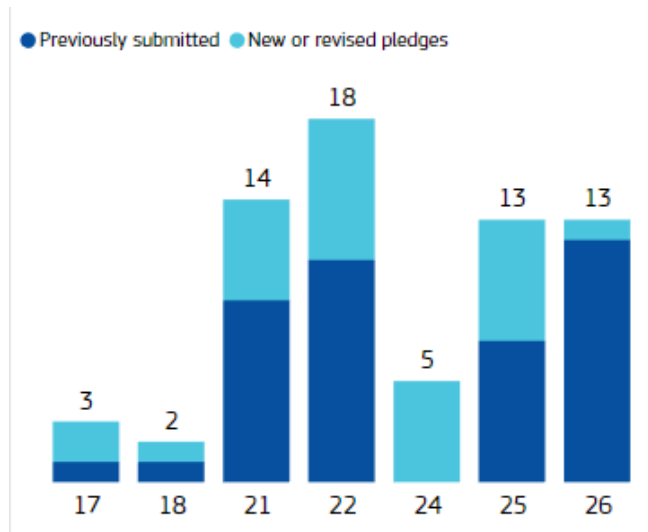- Topic 26: Tourism services for visitors and residents alike

Figure 10: Published pledges on skills and resilience

As demonstrated by Figure 10, most of the new pledges focus on skills development, often linking with the actions and objectives of the Pact for Skills for tourism. An important point to highlight is the presence, for the first time after the previous rounds of commitment, of pledges concerning fairness and equality in tourism jobs (Topic 24). This confirms that stakeholders are taking actions to show how tourism jobs can become attractive especially for the younger generation, who expect flexibility and encouragement in their jobs and careers.

Some observations from the newly published pledges include:

- Different types of organisations (companies, business associations, trade unions and regional administrations) mention in their pledge their active commitment to the Pact for skills in tourism with different projects focusing particularly on developing life-learning programs (FTO- Federazione Turismo Organizzato) and vocational education and training (EFFAT - European Federation of Trade Unions in the Food, Agriculture, and Tourism – see box 11). Thus, this reaffirms the role of the EU Pact for Skills in supporting the stakeholders to take concrete actions, in order to train and upskill qualified staff in the tourism sector.

- Many of the new pledges focusing on fairness and equality in tourism jobs (Topic 24) highlight the importance of gender equality in tourism jobs. The new pledges come from different types of organisations (trade unions, regional administrations, SMEs) and focus on a range of different specific aspects: health issues (Govern de les Illes Balears – see box 12), female leadership (ETF - European Transport Workers' Federation), fair and equal salaries (EFFAT - European Federation of Trade Unions in the Food, Agriculture, and Tourism, TripLegend - Travel The World GmbH).

- Stakeholders are showing a renewed interest in promoting seamless travels. What emerges is that, in order to achieve this, it is essential to collaborate with educational and innovative organisations to identify feasible solutions (Team ABC Ventures – see box 10).

Example box 10: Team ABC Ventures (Topic 17 - Seamless cross-border travelling)

"One of our fund's key goals is promotion of intermodal/seamless travel. We seek to invest in seamless travel solutions. We identify, coach and mentor innovators and entrepreneurs through our engagement with university, incubators and accelerators. Once we identify scalable solutions with the right team we seek to be their first investor. By 2025, we hope to invest in at least 1 company in this arena."

Example box 11: EFFAT - European Federation of Trade Unions in the Food, Agriculture, and Tourism (excerpt of the pledge) (Topic 22 - Pact for skills in tourism)

"EFFAT fully agrees that new skills profiles have to be incorporated in existing vocational education and training policy and curricula, through cooperation between education authorities, social partners and institutions for vocational and higher education.

EFFAT acknowledges that in most Member States, employers' associations and trade unions are involved in vocational education and training, and are permanently working on developing and modernising qualification and training, and to adapting it to new skills needs.

… [extract of text – see full pledge online] …

The concrete target is to share examples of successful modernisation of VET curricula and incorporation of new skills needs through at least 4 knowledge sharing events and/or publications yearly, aiming to reach tourism education stakeholders in all interested Members States."

Example box 12: Govern de les Illes Balears (excerpt of the pledge) (Topic 24 - Fairness and equality in tourism jobs)

"The new Tourism Act defends the idea that to be sustainable, our economic system needs to take into account not only environment concerns: sustainability also applies to society and economy as a whole.

With this in mind, the law points to correct a situation between one of its most punished collectives. The room service workers in the hospitality sector are the most suffered collective in Hostelry, as they represent the 27% of the accident rate in the whole tourism sector. Additionally, this collective is strongly feminized, with almost no men among them. Most of their injuries are musculoskeletal disorders associated with overexertions. Correcting this situation will represent a measure of social justice for the part of labour, but also for the part of gender equality.

… [extract of text – see full pledge online] …

With this knowledge the Balearic Government introduced the obligation to install lifting mechanisms in the 100% of the beds in the sector. This substitution can be distributed along all the transition period (2022-2027).

The Government is supporting the sector by financing the purchase of these mechanisms with EU NextGen funds.

The measurable target is to achieve the 100% of hospitality beds to have lifting mechanisms by 2027."

Stakeholder support

Altogether **49 pledges** were published relating to this group, including:

- Topic 11: Easily accessible best practices, peer learning and networking for SMEs
- Topic 19: Awareness raising on skills needs for twin transition in tourism
- Topic 20: Awareness raising on changes in tourism demand and the opportunities of twin transition for tourism
- Topic 23: One-stop-shop for learning opportunities for tourism SMEs
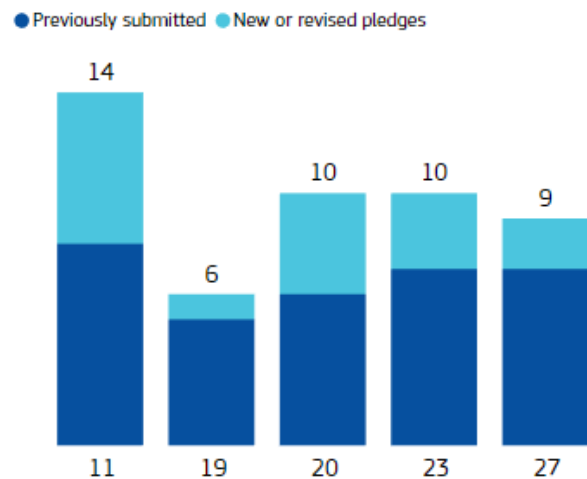- Topic 27: Support visibility of funding opportunities for tourism actors

Figure 11: Published pledges relating to stakeholder support

As displayed in figure 11, most of the new pledges in this area are targeted for supporting sharing best practices, peer learning and networking for SMEs (Topic 11). This topic also holds the highest share for this area, all the rounds considered. Similarly, to the previous round, these aspects were also addressed in the context of pledges under some previous topics, especially on 'Comprehensive tourism strategies development or update' (Topic 4), 'Collaborative governance of tourist destinations' (Topic 5), 'Easily accessible best practice, peer learning and networking for SMEs' (Topic 11) 'Support for digitalisation of tourism SMEs and destinations' (Topic 16). As per the type of organizations, after three rounds the most common submitters are business associations, which held 29% of the share. These results underline that more bilateral contacts could be targeted to increase the participation of the other typologies of actors, especially trade unions, local administrations and academic and research institutions.

Some observations from the newly published pledges include:

- Many stakeholders of different types (international organisations, business associations, DMOs) suggest that sharing best practices in tourism will pass through either the creation of a platform able to ease networking (Austrian National Tourist Office, Netherlands Board of Tourism & Conventions) or through developing more partnerships by enlarging their membership group (Digital Tourism Think Tank, The Global Association for the Attractions Industry (IAAPA) – see box 13).

- Business associations and NGOs committed to offer support to their members by implementing a network of info points in order to offer a more direct and concrete help, especially concerning the development of useful and innovative strategies (European Tourism Quality asbl, CNA - Confederazione Nazionale dell'Artigianato e della piccola e media impresa – see box 14).

- Digital tools reveal to be a strategic point to support visibility of funding opportunities for tourism actors: different stakeholders commit to improve the information flow via webinars and podcasts (IN2destination Research & Consultancy in Tourism – see box 15) or by establishing an extended and tight network of stakeholders involved in the tourism digital ecosystem (Lombardia Region).

Example box 13: The Global Association for the Attractions Industry (IAAPA)(excerpt of the pledge) (Topic 11 - Easily accessible best practices, peer learning and networking for SMEs)

"… [extract of text – see full pledge online] …

IAAPA recognises its value is found in its diverse and engaged membership. We strongly believe in peer learning and the sharing of best practices together with the power of education. As such we are committed to promoting peer learning amongst our membership and in our sector. To this end, we leverage our unique educational platform that provides our members with access to expert knowledge and resources, as well as opportunities for networking and collaboration.

Our educational programme combines a mix of in-person and online learning together with specific certification courses. In 2022, 300 hours of educational content were available to our members, with 100 hours produced by our Brussels office.

In addition, and towards the strengthening of this commitment, IAAPA is developing a yearly survey of our members to gather feedback and insights on industry trends, challenges, and best practices. Based on the results of this survey, the goal is to produce a comprehensive document that highlights key findings and recommendations for our members to consider in their own operations and gain insight into potential solutions and objectives.

… [extract of text – see full pledge online] …"

Example box 14: CNA - Confederazione Nazionale dell'Artigianato e della piccola e media impresa (Topic 23 - One-stop-shop for learning opportunities for tourism SMEs)

"Promoting info points and desks to inform about opportunities to identify strategies and solutions useful to businesses in the sector.

During 2023, CNA Turismo e Commercio – after the conclusion of the training and information cycles aimed at businesses - will promote listening points at its local offices aimed at providing information on opportunities, strategies and solutions helpful for the sector's enterprises.

The target is to promote at least 6 listening points by year 2023 covering all regions of Italy."

Example box 15: IN2destination Research & Consultancy in Tourism (Topic 27 Support visibility of funding opportunities for tourism actors)

"IN2destination provides support to tourism actors in accessing funding opportunities, such as providing information on funding programs and assisting with grant applications. Our actions include identifying funding opportunities for tourism actors, conducting research and developing funding proposals, and providing guidance and assistance throughout the application process. Our concrete target for 2030 is to at least develop 2 podcasts 1 webinar and 1 international event where funding opportunities are disseminated."

LESSONS LEARNT AND GUIDELINES FOR PREPARING PLEDGES

After three rounds of pledge collection and interactions, there is now more awareness among stakeholders about the key challenges and potential improvements to be implemented in the process.

Typical concerns of stakeholders on preparing pledges

Most of the challenges identified in this third round of commitment collection are related to the reluctance of organizations to set future target dates and/or specific measurable goals to be achieved. Nonetheless, as also stated in the previous report, stakeholders should keep in mind that:

- Submitting a pledge does not create a legally binding obligation. These are voluntary commitments and the target reflects the ambition that the stakeholder sets for their own action, in order to help themselves follow whether they are progressing as planned.

- The follow-up of the pledges will not require submitting formal evidence. The pledge follow-up modalities will be defined in collaboration with the upcoming Commission Expert Group, but unnecessary administrative burden will be avoided and the follow-up approach will be based on the information voluntarily shared by the stakeholders.

- The pledge does not necessarily need to be a new action. If an organisation has an existing strategic engagement with an ambitious concrete target for the future and a clear contribution to Transition Pathway objectives, it can be reported as a pledge that contributes to the Together for EU Tourism "T4T" community activities.

- The pledges do not need to reflect all activities of the organisation. Some stakeholders have had concerns about demonstrating all their work areas with pledges. The objective is to collect examples of well-defined key actions, which do not need to reflect the breadth of all the activities of an organisation. It is perfectly acceptable to have only one key pledge by an organisation.

- Pledges may contribute to several topics. One action can link with several Transition Pathway topics, but do not need to be submitted as a separate pledge for all of them. Each action should be introduced only once under the topic it most strongly contributes to, to avoid duplication in the overall collection of pledges.

- Pledges can repeat a commitment that also links to other actions, such as the Glasgow Declaration[6], the One Planet network[7], Destination 2050[8], or the Pact for Skills in Tourism[9]. There is no conflict of interest to provide as a

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[6] HOME | Glasgow Food and Climate Declaration (glasgowdeclaration.org)
[7] Home | One Planet network
[8] Home (destination2050.eu)
[9] https://ec.europa.eu/social/BlobServlet?docId=25214&langId=en

Transition Pathway pledge an activity that is also part of supporting other related initiatives. The difference often lies in that the Transition Pathway pledges should describe a concrete action with a measurable target for the organisation, while many other initiatives only outline collective targets. Transition Pathway pledges aim to translate the theory into action by asking the organisation to plan a concrete action with measurable results by which they contribute to the collective goals.

- Sustainability strategies of a company or an organisation may already include concrete elements that could be made visible as organisation's specific pledges. Many private sector companies in particular have published sustainability strategies with clear actions and targets. Selected actions from such strategies, with ambitious targets and yearly follow-up are welcome to be shared as leadership examples through Transition Pathway pledges.

- Network organisations and associations are not expected to send in pledges on behalf of the actions of their members. Each organisation is invited to send in their own specific pledges, and the key pledges of network organisations themselves should be reflecting their tasks and role in supporting their members in the transition towards future tourism.

Key issues to be considered when preparing pledges

Following the trend of the second pledge collection round, the quality of received pledges for this third round is overall increasing. This shows that the stakeholders are taking as example the pledges which have been published already, and following the instructions available online. Though, few key issues are still present from the previous rounds and which submitters should keep in mind:

- Ensuring that each pledge clearly states 1) an ongoing or upcoming future-oriented action with 2) a measurable target to assess the implementation and progress of the action with a target date or frequency, and 3) a link with the Transition Pathway objectives.

- Understanding that different types of stakeholders have different roles and operating contexts. Not everyone can make a similar type of pledge, and it may be useful to review pledges of actors with similar roles as examples.

- Each organisation is expected to make one submission only, which can contain several pledges. When modifying contributions, they should revise the existing submission, instead of sending a new one.

- A pledge should not be:

  o General activity or mission statement "we work on [issue x]", "we aim to contribute to green transition and provide sustainable services…";

  o Describing a short-term funded collaborative project without a longer-term perspective on how the organisation will put the results in action to serve the transition;

- o Describing what the organisation is, has done in the past or does currently, without making a pledge for an action and target in the future;

- o A long description of the problem and the action context instead of focusing on the concrete action and targets – any descriptive information can be made available online and the link to the online information can be included in the pledge text;

- o Describing a tool or a short-term project instead of an action and commitment of an organisation towards supporting transition in the long-term with mid/long-term targets;

- o Duplicating the same action which was already described in another pledge by the same submitter.

Process developments for short-term and long-term

After the first set of published commitments, some improvements were already introduced to the online call for pledges and to the overall pledge collection process. These included revised instructions, more targeted bilateral feedback for each pledge submitter and offering a weekly phone consultation time.

The current pledge collection tool (EU survey) does not allow larger changes for the user-interface, and the structural data consistency should be maintained. However, the upcoming online stakeholder support platform will integrate a more user-friendly interface for the stakeholders to submit and update their pledges, explore their content and follow up their implementation. This platform will likely request pledges in a more structural form with specific fields to indicate concrete action, actor, measurable result and its target date or frequency. It will also allow more flexibility in indicating the links between pledges and relevant Transition Pathway topic areas.

Valorising the pledges

The published pledges show that stakeholders are indeed taking action at different levels and in many concrete ways. A key task for the Together for EU Tourism community is to get the most value from these pledges, to truly accelerate and expand the green and digital transition, and support resilience building among all actors in the EU tourism ecosystem, at all levels and in all tourism sectors.

The key tool for this will be the online stakeholder support platform, which will be set up to support stakeholders in Transition Pathway actions by providing integrated access to existing resources, networks, training and funding opportunities, and facilitate peer exchanges, knowledge creation and collaborations. It will support the work of the upcoming stakeholder working groups and help different types of actors from different contexts and with different key interests to find the most relevant knowledge, resources and connections to other actors. Pledges will be a key facilitator for this knowledge. The evaluation process for selecting the contractor that will be responsible for setting up the platform is on-going. The objective is to have the platform operational as of Q1 2024.

However, it is important to already share the existing knowledge, valorise good examples and leadership and engage more stakeholders in the Together for EU Tourism community, while the stakeholder support platform and the stakeholder working groups are still under development. Similarly to the previous round, the pledge submissions – both published pledges and those still in the making – show a growing engagement of the organizations: In this round, committing entities submitted pledges for more than one topic of the Tourism Transition Pathway. This can be seen as a signal of the consolidation of the community of stakeholders, which have an increasing interest of what can concretely be done and which are taking as example those who are doing it already.

As in past, the DG GROW tourism team will ensure stakeholder exchange opportunities on pledges in the coming months, and invites other stakeholders, especially networks, NGOs and associations to do the same. After the third round of pledges, the DG GROW tourism team will also conduct a deeper analysis on the different elements of the Transition Pathway actions and topic areas covered by the current pledges for guiding and supporting tourism stakeholders, and to accelerate the transition.

Five steps for preparing and submitting a good pledge

As a last part of the lessons learnt, the five steps below summarise the short guidance that has proved to be useful and helpful for stakeholders to prepare their pledges:

1. Read through the **Transition Pathway for Tourism** report with an open and innovative mind – have a look at the published pledge summary reports for good examples.

2. Reflect on your organisation's strategy and objectives vs. Transition Pathway – is you ambition already aligned with Transition Pathway or can it be improved?

3. Collaborate and innovate with your workers, members, partners – what action makes best sense in the long-term to your organisation and what should be its target and follow-up mechanism?

4. Formulate one or more concrete pledges which each include the following 3 elements:

   a. A concrete action you are implementing of launching for the upcoming years.

   b. A concrete result you would set for your action and its target date or frequency, which helps to assess whether the action is progressing, being implemented or reached its final target.

   c. Main link with the Tourism Transition Pathway, either to a recognised Topic 1-27, or as a contribution to the overall objectives (green, digital, resilient) in a new way ("other topic").

5. Send in the submission via the online form to be part of the actively engaged Together for EU Tourism stakeholders community.

CONCLUSIONS

After three rounds of pledge collection, there are currently 382 published pledges and 179 committed organisations. This third round marks an important milestone: **the publication of pledges for all the topics of the Transition Pathway for Tourism**. This indicates the growing positive interest of the stakeholders in being part of the Together for EU Tourism (T4T) community by implementing a more and more diversified range of actions.

The area of **green transition has become the one with the largest share of pledges,** and a considerable number of new pledges has been submitted under the area of skills and resilience. This confirms that the efforts in raising awareness on the changes needed to ensure a more green, digital, and resilient tourism for the EU are translating into concrete results.

Still, a lot of work needs to be done to address several potential pledge proposals which wait for clarifications before publishing, as well as to increase participation of scarce organisation types and Member States in developing concrete pledges. In this regard **DG GROW organises regularly stakeholder events**, two of those took place in September 2022 and February 2023. Bilateral communication and personalised feedback have proven to be efficient tools to support the co-implementation phase of the Transition Pathway for Tourism.

Other support mechanisms for the co-implementation of the Transition Pathway are being launched in the next weeks and months, in particular the **Commission Expert Group** and the **online stakeholder support platform**. Also, supporting studies and funding calls are supporting engagement in specific topics. Stakeholders are invited to regularly follow the Guide on EU funding for tourism. The Commission and the Together for EU Tourism community will work together to make effective use of the knowledge being shared and made visible through pledges by facilitating collaboration, exchanges and synergies between actors.

The collection of pledges and commitments continues. All stakeholders are invited to respond to the online call for pledges and commitments, and the next cut-off date will be in September 2023, to allow for pledge publication in October 2023. This will provide a basis for assessing stakeholder engagement and concretely ongoing actions to support the Transition Pathway for Tourism, to be presented in the European Tourism Forum 2023.

ANNEX: ACTION TOPICS OF TRANSITION PATHWAY FOR TOURISM

More information on the actions, objectives, actors and the transition context can be found from the [Transition Pathway for Tourism policy report](#), available in 22 languages.

Topic no	Topic name
TOPIC 1	1: Fair measures for Short-Term Rentals (STR)
TOPIC 2	2: Regulatory support for improved multimodal travelling
TOPIC 3	3: Improving statistics and indicators for tourism
TOPIC 4	4: Comprehensive tourism strategies development or update
TOPIC 5	5: Collaborative local destination governance
TOPIC 6	6: Sustainable mobility
TOPIC 7	7: Circularity of hospitality industry
TOPIC 8	8: Green transition of tourism companies and SMEs
TOPIC 9	9: Data-driven tourism services
TOPIC 10	10: Improve the availability of information on tourism offer online
TOPIC 11	11: Easily accessible best practices, peer learning and networking for SMEs
TOPIC 12	12: R&I and pilots on circular and climate friendly tourism
TOPIC 13	13: Appropriation of PEF and OEF methodology and development of support tools for tourism ecosystem
TOPIC 14	14: Technical implementation for tourism data space
TOPIC 15	15: R&I for digital tools and services in tourism
TOPIC 16	16: Support for digitalisation of tourism SMEs and destinations
TOPIC 17	17: Seamless cross-border travelling
TOPIC 18	18: Coordinated management and updated information on travelling
TOPIC 19	19: Awareness raising on skills needs for twin transition in tourism
TOPIC 20	20: Awareness raising on changes in tourism demand and the opportunities of twin transition for tourism
TOPIC 21	21: Educational organisations to engage in developing and renewing tourism education
TOPIC 22	22: Pact for skills in tourism
TOPIC 23	23: One-stop-shop for learning opportunities for tourism SMEs
TOPIC 24	24: Fairness and equality in tourism jobs
TOPIC 25	25: Enhancing accessible tourism services
TOPIC 26	26: Tourism services for visitors and residents alike
TOPIC 27	27: Support visibility of funding opportunities for tourism actors