

WORKPLACES REPORT 2022

A call to action for
decision-makers to embrace
young peoples' perspectives
in shaping Victoria's
tourism future



YOUNG
TOURISM
NETWORK

VICTORIA
State
Government

Jobs, Skills,
Industry
and Regions

Regeneration
Projects

Acknowledgement of Country

We acknowledge the lands, waters and skies that form the backbone of Victoria's visitor economy. We pay our respects to the First Nations communities who are an inseparable part of these places, including the living cultural connections that continue to grow through Elders past, present and emerging. We also acknowledge the unique role of young leaders, from diverse cultural backgrounds,, who are working with the purpose to care for and regenerate Country.

What do we mean by Regeneration?

A place-based approach to operating businesses and growing industry with the purpose of creating benefits to local community, ecosystems & economies. i.e. The Common Good. Accountability is demonstrated by wholistic decision-making and transparent public reporting to diverse stakeholders, with clear communication of goals and progress.'



Recognition of partners and supporters

From its inception, the YTN Workplaces Report sought to embody the principles of intergenerational and multi-sector collaboration that its results inevitably called for. Firstly, we would like to warmly recognise the 141 participants who engaged in the research, with the majority representing young people from diverse backgrounds who believe the power of young voices in the future of the industry. We also make a special mention and extend our warm thanks to Minister for Tourism, Sport and Major Events, Steve Dimopoulos MP, as well as the incredibly supportive team at DJSIR for backing young people at a time when it really matters. We also thank all individuals and organisations who played a critical connecting role in spreading the word for their colleagues, young and older, to get involved.

Core Research partners

Young Tourism Network
Department of Jobs, Precincts & Regions
Regeneration Projects

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1. INSIGHTS SUMMARY

Young Tourism Network Workplaces Research 2022

What's the purpose of the Research?

Present a Young Peoples' perspective of the Visitor Economy and its workplaces, to inform decision-making at a pivotal time of industry renewal.

How can this data be used?

- 1 Inform strategic decision-makers in Victorian tourism, events & hospitality
- 2 Catalyse industry innovation and entrepreneurship post-COVID
- 3 Enable leadership towards social, ecological and economic regeneration

SURVEY HIGHLIGHTS

● Intergenerational alignment ● Minor misalignment ● Significant misalignment

Full Time YTN Staff

Young People are calling for a full-time YTN Executive Officer to lead, advocate and develop future tourism

Young People



Invest in Young Leaders

Do current career development opportunities in your organisation align with Young Peoples' values?

Young People



Where are the internships?

Do you feel there are adequate work experience, internship and industry placement opportunities for Young People?

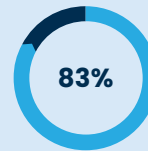
Young People



Bring On A Resource Hub!

Would you find a national resource hub for sustainable tourism valuable in your organisation?

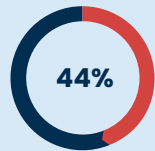
Young People



Triple Bottom Line Reporting

Are people working for businesses who publicly report on their social, environmental and economic impacts?

Young People



Employers & Managers



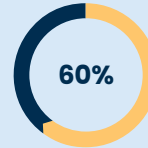
Employers & Managers



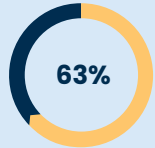
Employers & Managers



Employers & Managers



Employers & Managers



Regeneration All The Way!

Young People and Employers & Managers agree that the Victorian tourism industry should focus on Regeneration (rather than 'Sustainability' or solely financial profit)

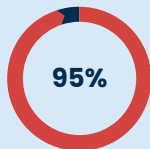
Young People



Let's Work Together!

There's an urgent need for increased intergenerational exchange in the workplace

Young People



Purpose Beyond Profit

Having a purpose that goes beyond profit is crucial for both Young People and Employers & Managers

Young People



Do Operators Stack Up?

Young People don't see their workplaces operating with purpose beyond profit as much

Young People



Are Young Voices Heard?

Young People feel that they could be better represented in their organisation

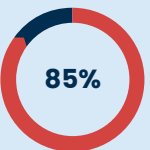
Young People



Employers & Managers



Employers & Managers



Employers & Managers



Employers & Managers



Employers & Managers



Regeneration All The Way!

What do we mean by Regeneration? - A place-based approach to operating businesses and growing industry with the purpose of creating benefits to local community, ecosystems & economies. i.e. The Common Good. Accountability is demonstrated by wholistic decision-making and transparent public reporting to diverse stakeholders, with clear communication of goals and progress.

KEY INSIGHTS

LET'S BE HONEST...



It's not OK

One third of Young People feel insecure and unrepresented in the Victorian tourism industry



Climate Anxiety

One third of Young People feel their workplace increases their climate anxiety



90% of Young People

Most Young People would choose to be part of an intergenerational working group on sustainability within their organisation

"IT WOULD BE GREAT TO SEE ORGANISATIONS INCORPORATING CONSISTENT SUSTAINABLE PRACTICES IN THE WORKPLACE"

- Young worker in tourism, Age 30-35

SKILLS & KNOWLEDGE FOR POSITIVE CHANGE

Top 3 skills that both Young People and Employers & Managers believe could contribute to a more sustainable tourism industry in Victoria

- 1 First Nations Culture
- 2 Climate Change
- 3 Waste Recycling and Management

HOPE IS GROWING

More Young People now recommend a career in Victorian tourism, events & hospitality than not BUT there's a long way to go!

Only 56% of young people would recommend their peers start careers in the Victorian tourism, events & hospitality industry. This is a mild increase from 2021.

RECOMMENDATIONS

Advocated for and led by Young Tourism Network

Young Leadership Level

1. Full time YTN Executive Officer
2. Annual YTN Launchpad Program
3. Annual YTN Leadership Summit
4. YTN Internship brokering program

Industry Level

5. Australian Future Tourism Hub
6. Industry-wide Triple bottom line reporting
7. Industry wide carbon target

Government Level

8. YTN Advisory Service
9. YTN x 2023 Destination Victoria conference
10. YTN x Victoria 2026 Commonwealth Games

Operator Level

11. Transition to Purpose beyond Profit
12. B Corp certification fast track
13. YTN Launchpad & Mentoring for Executives

Walking the talk:

These recommendations seek to connect the perspectives of Young People gathered in the research with knowledge of the strategic context of Victoria's visitor economy as well as knowledge of international trends and best-practice responsible business.

Who participated in the research?

Results are based on 130 Survey responses from some of the most engaged leaders in Victoria's visitor economy, as well as numerous focus sessions, 1:1 meetings and desktop research. This total engagement includes 104 Young People (19-35 years, linked to Tourism, Events & Hospitality as students, workers or aspiring workers) and 37 Employers and Managers of Young People (24-75 years).

Let's work together!

This research identified a gap in engagement from Employers & Managers in the industry. Why? We don't fully understand.

2. INTRODUCTION

Purpose

In short, the core purpose of the Workplaces Report is to present a Young Peoples' perspective on the Visitor Economy and its workplaces, to inform decision-making at pivotal a time of industry renewal.

Background

This research is the most recent chapter of an ongoing story of advocacy led by young people, for young people. When the Victorian Government conducted the 2019 Regional Tourism Review, a group of young leaders convened a roundtable to raise awareness about their needs in the tourism, events and hospitality industries.

In 2020, the Young Tourism Leaders Discussion Group was formed as a response to COVID-19, a space for emerging professionals to support, connect and dream during a tumultuous period in our history. In 2021, the [Young Voices in Tourism](#) report was released, the first of its kind. It identified the systemic challenges facing young people in the Australian tourism industry.

Now, in 2022, after successful advocacy to industry and government, the Young Tourism Network (YTN) and Regeneration Projects (RP) have partnered once again. Supported by the Victorian Government's Department of Jobs, Precincts and Regions, these organisations worked together to achieve two deliverables: the inaugural YTN Launchpad program and the YTN Workplaces report. The former was designed to provide a value-aligned career development pathway for young tourism professionals, while the latter compares young peoples' perspectives of the industry with those of more established leaders so that we may bridge the 'values' gap and strive towards a common goal.

A step forward

Since releasing the 2021 Young Voices in Tourism report, the Young Tourism Network (YTN) and Regeneration Projects (RP) have been on an advocacy journey. While we successfully raised awareness of unrecognised voices, we also surfaced fears, frustrations, anxieties, and hopes. Now we need to take a step forward.

In 2022, we reached out to young people as well as employers and managers of young people in the tourism, events and hospitality organisations. By comparing these findings, the research is designed to shift the current paradigm and inform the Victorian (and Australian) tourism industry's direction and future development.

Systemic issues are still impacting Young People:

1. The visitor economy is facing continued workforce issues, including gaps in value-aligned career development opportunities and 'fit for purpose' skills shortages.
2. Young People, as a large percentage of the workforce, are still disengaged.
3. Young People's values and interests are not aligned with organisations in the workplace.

Despite strong support from Minister for Tourism, Sport and Major Events, Steve Dimopoulos MP (for example, participating in a Launchpad session and promoting the Workplaces survey on LinkedIn), employers and managers of young people generally did not take the opportunity to participate. Why? We don't fully understand, but there may be signs in this report that could point towards solutions and improvement.



3. GLOBAL CONTEXT

To position the Workplaces Report within a context of global tourism industry trends and best-practice responsible business, we start this report by looking beyond Victoria's borders.

On top of the global economic implications of COVID-19 for tourism, this unprecedented disruption also sparked a rethink about the way the industry operates among young and older leaders. According to United Nations World Tourism Organisation (UNWTO, 2021), innovative initiatives and products that tackle global challenges such as gender equality, environmental preservation, and youth leadership are essential for reactivating the industry towards more sustainable and inclusive tourism. In addition, a report published by BEAM Inc. (2019), indicates that in order to succeed in the future and address the existential crisis of climate change and disruptive social inequalities, business leaders must adopt a new regenerative mindset, make moral decisions, as well as operate and redesign businesses addressing these issues in their strategic plans and actions.

The tourism sector has the opportunity to harness the passion, leadership and skills of young people on social and environmental issues as a catalyst for innovation and long-term development. Organisations such as the Committee for Economic Development of Australia (CEDA, 2021), demonstrate that strong leadership during times of crisis and recovery is very crucial. The tourism industry workforce has changed all around the world following the pandemic. For instance, in Victoria many workers have moved into other sectors, increasing labour shortages and making staff retention a much higher priority for the industry. Nonetheless, according to the World Travel & Tourism Council (WTTC), there are still entry-level jobs available globally, both for skilled and unskilled workers. As this report highlights, workplaces need to consider not only whether young workers are fit for these jobs, but also whether the jobs are fit for young workers.

Youth play an integral role in the tourism industry, as recognised by UNWTO (2022a), their priorities include empowerment through education, decent jobs, and practical training initiatives. Furthermore, the UNWTO acknowledges that key decisions for the industry's future need to be made with the involvement of young voices, which supports the need to shift to an industry that embraces its emerging and future leaders.

As part of a global regeneration movement, this is a time in which young people are becoming more empowered to engage in initiatives that will enable regenerative development. As the World Economic Forum (2021) points out, young people are taking an important part in purpose-driven experiences and describe regenerative development as an inclusive framework that fosters local leadership and intergenerational collaboration for restorative and regenerative action.

Not only do young people play an increasingly important role in entrepreneurship, workplaces, and leadership in the tourism industry, they are also looking for a new way to travel. Research conducted by Concrete Playground highlights how travel has changed after the pandemic, where a strong focus on mindful travel is evident. The research found that most of the participants (70%) searched for destinations outside of the most popular spots. Also, environmentally friendly destinations play an influential role, where 47% of the respondents expressed being influenced by this in their travel decisions. In summary, young people play a transformative role in the visitor economy and they need to be valued, empowered, and involved in every aspect of it.

“ Young people must not only be beneficiaries of tourism's restart, but they must also be active participants in it “

- UNWTO 2022



Image - Lawrence Mokoona

The Melbourne Schools Strike for Climate in October 2019 remains a landmark moment, symbolising young Victorian peoples' collective voice and empowerment. As the Black Summer Bushfires showed, climate change is having devastating and inconvenient impacts on visitor economies around the world. Connecting the dots... young climate advocates, including those who contributed to this research, are people who are looking for career paths at the moment and they expect that their voices will be heard and valued in workplaces.

ABOUT THE RESEARCH

This research was inspired by the findings of the [2021 Young Voices in Tourism](#) report, which was produced on a volunteer-basis by the Young Tourism Network (YTN) and Regeneration Projects. In 2022, supported by the Victorian Government's Department of Jobs, Skills, Industry and Regions, we once again invited young people to share their thoughts on the challenges they face in the industry. We also reached out to older, more established employers and managers of young people to better understand what kinds of intergenerational initiatives could help to overcome these challenges.

The research consisted of surveys, focus groups and interviews from over 140 participants within Australia (102 of those were Young People). Thorough desktop research also took place to better understand these perspectives in relationship to the wider tourism industry's focus, sentiment, and proposed strategies, locally and internationally. Seven strategic pillars of enquiry were derived from the preceding research to enable strategic coherence and continuity, these included:

- Purpose
- Values
- Representation
- Intergenerational Collaboration
- Career Development
- Industry Linkages and Knowledge Sharing.

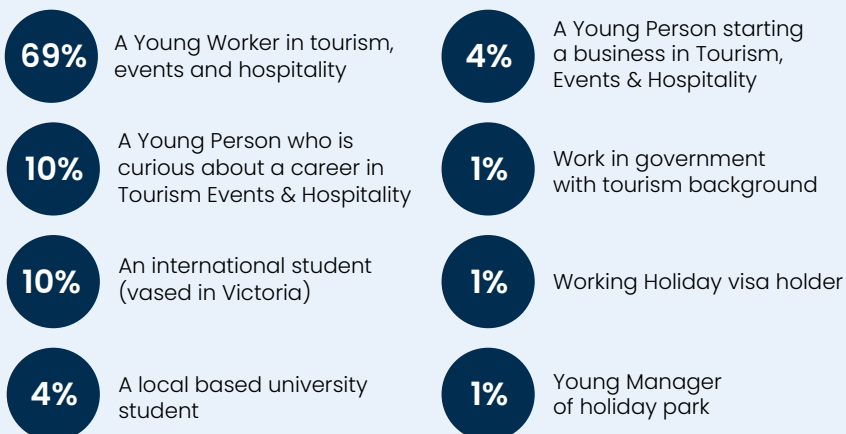
The research was collected between 15 August 2022 and 7 November 2022 during a time when international borders were reopened and the tourism industry had entered a rebuild phase 'post' COVID-19.



Workplaces Survey

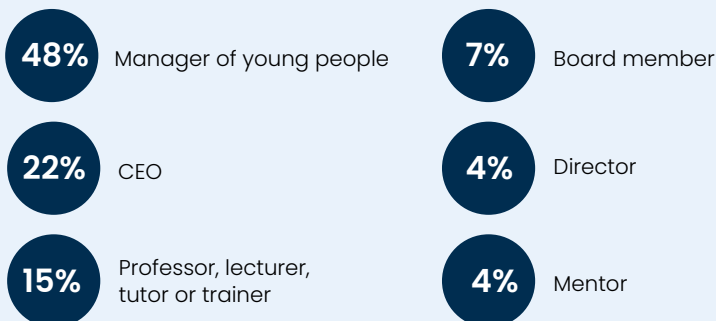
The Workplaces survey was distributed to young people from leading Victorian education institutions and networks such as the Young Tourism Network as well as emerging and established professionals in the tourism, events and hospitality industries. In this context, young people are defined by those aged between 18 and 35 years (57% of which were aged between 24 and 29 years) who currently work or study in the field. Of those surveyed, 69% stated that they were a young worker in the tourism, events and hospitality industry, while 14% indicated that they were students (either local or international). A modest 10% stated that they were curious about a career in tourism, events and hospitality. The majority of young people surveyed (74%) were based in Victoria.

Which option best describes you – Young Person



Furthermore, the established professionals surveyed were aged between 30 and 75 years (33% were aged between 46 and 55 years) with 93% stating they were based in Victoria. Respondents were typically managers of young people (48%), followed by CEO's (22%), education providers (15%), board members (7%), directors (4%) and mentors (4%).

Which option best describes you – Established Professionals



The Workplaces survey was also about celebrating Victoria, and both young people and professionals were asked to select one word to describe Victoria as a unique tourism destination. Unanimously both groups used the word 'diversity' the most, which demonstrates the opportunity that Victoria has to showcase its strengths compared with other states and territories within Australia

One word to describe Victoria as a unique tourism destination

Young People on Victoria

1. Diversity
2. Multicultural
3. Culture

Older People on Victoria

1. Diversity
2. Cultural
3. Landscapes

Focus Sessions and Interviews

Two focus sessions took place, one of which focused on young people and the second included older employers and managers. In parallel, we conducted interviews to dive deeper into the analysis. A total of 11 people participated in these online and face to face discussions, which was lower than originally planned and affirms the disengagement levels which continue to prevail in the post-2020 period.

A key objective of the focus sessions was to ask participants about their perceptions of the opportunities and challenges young people face in the visitor economy today. Additionally, questions focused on potential industry and government support that could enhance opportunities and counter such challenges in the future. Secondary aims of the focus groups included:

- Approaches to embracing diversity and inclusion in the workplace.
- Practices to improve intergenerational cohesion in the workplace.
- Potential initiatives for career development for young people.
- Actions towards a more sustainable and regenerative tourism, events and hospitality sector.

Walking the talk:

A key theme in our conversations with Young People during this research is that they expect leaders to lead with action. So, the Recommendations included in this report seek to connect the perspectives of Young People gathered in the research with knowledge of the strategic context of Victoria's visitor economy as well as knowledge of international trends and best-practice responsible business. An emphasis is placed on tangible actions that stakeholders can implement in 2023 and beyond.



Image – Pat Whelen, Bhuwan Bansal

4. FINDINGS

4.1 PURPOSE

2022

Purpose Beyond Profit

Having a purpose that goes beyond profit is crucial for both Young People and Employers & Managers

Young People



Employers & Managers



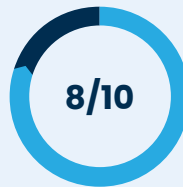
Do Operators Stack Up?

Young People don't see their workplaces operating with purpose beyond profit as much

Young People



Employers & Managers



2021 Comparison

94% Say working for an ethical company is very or extremely important

9/10 Rating of the importance of sustainability in terms of tourism

6.7/10 Rating of how Australia is perceived as a sustainable tourism destination

4.1.1 Key employee/employer attributes

Young People were asked what they look for when considering a potential employer and similarly professionals were asked about an attractive attribute in potential employees. The results were united, both parties seek an employer/employee with a purpose beyond profit. When asked if their current workplace had a purpose beyond profit, 80% of older leaders felt that they did, however only 60% of young people felt they were in a workplace that aligned with their purpose.

Recommendations

- 5. Australian Future Tourism Hub
- 12. B Corp certification fast track
- 6. Industry-wide Triple bottom line reporting
- 13. YTN Launchpad & Mentoring for Executives

4.1.2 Initiatives that show a workplace commitment to sustainability and regeneration

Respondents were asked what initiatives in the workplace would show that their organisation was serious about sustainability and regeneration, the top three responses from each cohort are listed below. There are some clear linkages between the two and it is evident that a dedicated sustainability position is a clear positive indicator, but that alone is not enough. Young people expect independent certifications like B Corp as well as transparent annual reporting that can show proof and progress over time.



Image - Birrarung Marr

Young People

35%

Dedicated sustainability positions within the organisation

27%

Certifications like B Corp and Ecotourism

13%

Transparent annual reporting

Older People

22%

Dedicated sustainability positions within the organisation

22%

Clear statement on their website

15%

Sustainability working groups

Recommendations

6.
Industry-wide
Triple bottom line
reporting

13.
YTN Launchpad
& Mentoring
for Executives

12.
B Corp
certification
fast track

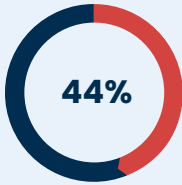


2022

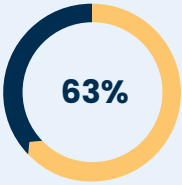
Triple Bottom Line Reporting

Are people working for businesses who publicly report on their social, environmental and economic impacts?

Young People



Employers & Managers



4.1.3 Public reporting on social, environmental and economic impacts

When asked if their current workplace or educational institute publicly reports on its social, environmental and economic impacts, only 44% of Young People and 63% of older people felt their organisation was transparent when reporting its footprint. This shows that there is an overwhelming need for improved reporting in the industry, which could be achieved through tools, templates and guides provided for businesses, corporations, education partners and industry professionals.

Recommendations

6. Industry-wide Triple bottom line reporting

13. YTN Launchpad & Mentoring for Executives

12. B Corp certification fast track



“ A strong regulatory framework is needed for sustainable actions ”

- Young Person (focus session)

“ We need to ensure companies claiming to be sustainable are adhering to policies to avoid greenwashing ”

- Employers & Managers (focus session)

4.2 VALUES

2022

Regeneration All The Way!

Young People and Employers & Managers agree that the Victorian tourism industry should focus on Regeneration (rather than 'Sustainability' or solely financial profit)

Young People



Employers & Managers



2021 Comparison

Sustainable

Overwhelmingly the one word used to describe respondents vision for tourism in Australia

4.2.1 Victorian tourism industry in the next 5 years

Regeneration was overwhelmingly valued by both young and older respondents in the Victorian tourism industry as a favoured pathway for the future. This was favoured over 'Sustainability' and mere 'financial profit' which signals to the industry and its decision makers to focus on strategies and business models that generate net benefits to local communities, ecosystems and economies. This is different from creating less harm to community or environment, and/or offsetting these negative impacts.

“ I think the terminology has to change - we no longer want to just be sustainable and I think the government really has to embrace that regenerative language. To embrace it and educate the sector ”

- Employers & Managers (interview)

Recommendations

- 3. Annual YTN Leadership Summit
- 12. B Corp certification fast track
- 5. Australian Future Tourism Hub



4.2.2 Systems and procedures as standard

Both young and older respondents were aligned in their perception of important systems and procedures that are needed in the workplace. Both are clearly concerned about social and environmental impacts over economic outcomes.



Image – Linda Xu: Queen Victoria Market

Young People

- 1 Diversity and inclusion policy
- 2 Mental health support for staff
- 3 Climate action plan

Older People

- 1 Climate action plan
- 2 Diversity and inclusion policy
- 3 Plan towards zero waste to landfill

The top three systems and procedures needed at the workplace, according to both young and older participants

2021 Comparison

44%

Believe that the industry is doing well in regard to reconciliation with First Nations Australians

55%

Believe that Australia's tourism industry was responding well in regard to diversity & inclusion

Recommendations

6. Industry-wide Triple bottom line reporting

13. YTN Launchpad & Mentoring for Executives

7. Industry-wide carbon target





4.2.3 Three actions that organisations could take to show they are serious about sustainability

The top three actions organisations could take to show they really care about sustainability, as voted by young people, were: publishing an annual impact report, setting public goals around key social and environmental issues and starting a regeneration projects (eg: caring for their local waterway, or partnering with First Peoples). This was largely different from what managers of young people had stated their organisation had achieved in the last twelve months. The top three actions from businesses were employing a dedicated sustainability representative, forming a working group and conducting online research.

Recommendations



4.2.4 Wellbeing in the tourism sector

A third of young people stated that they experience anxiety in the workplace from environmental and social issues. While older people were less anxious and more hopeful about these issues it does highlight the impact that these issues have on the wellbeing of young people in the tourism sector. This should not be ignored but further examined in the context of the serious issues raised in the 'Royal Commission into [Victoria's mental health](#)' (2021), including the specific mental health challenges faced by young people.

Recommendations



Climate Anxiety

One third of Young People feel their workplace increases their climate anxiety

4.3 REPRESENTATION

2022

Are Young Voices Heard?

Young People feel that they could be better represented in their organisation

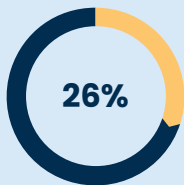
Young People



Employers & Managers



2021 Comparison



Believe Young People have a strong voice in tourism

4.3.1 Young representation in the workplace

A third of young people stated that they felt insecure or unrepresented in the Victorian tourism industry. While 48% of older people feel they do listen to young voices in the workplace, only 7% of young people felt that their organisation depicted their voice in the tourism industry. When asked specifically about their workplace, nine out of ten young people felt they could be better represented in their organisation.

“ Given the casualisation of the workplace, it’s not always a consistent field of employment and young people are often exploited ”

- Employers & Managers (interview)



It’s not OK

One third of young people feel insecure and unrepresented in the Victorian tourism industry

Recommendations

1. Full time YTN Executive Officer
2. YTN Advisory Service
3. Annual YTN Leadership Summit
4. YTN Internship brokering program
5. YTN x 2023 Destination Victoria conference
6. YTN x 2026 Victoria Commonwealth Games
7. YTN x 2023 Destination Victoria conference
8. YTN Advisory Service
9. YTN x 2023 Destination Victoria conference
10. YTN x 2026 Victoria Commonwealth Games

4.3.2 Three actions to include young people in the decision-making process

As a way to better support young representation in the workplace, young people suggested three actions to feel more included:

- 1 Board meeting participation
- 2 Employee goal setting
- 3 Open-door policies

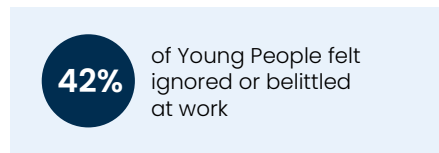
While organisations agreed with the above actions, they also considered brainstorming days in the workplace as a good option to better reflect and include the views of young people. Interestingly 'Board meeting participation' by young leaders wasn't given as much of a priority by older people, potentially signalling a compliance mentality rather than seeing young representation as a genuine catalyst for generating innovations and commercial advantages.

Recommendations

- 8. YTN Advisory Service
- 13. YTN Launchpad & Mentoring for Executives

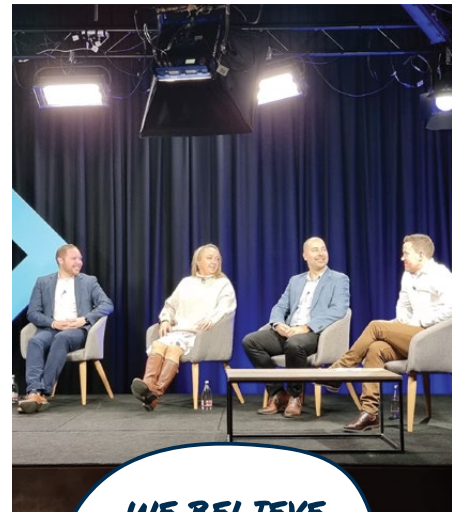
4.3.3 Fair treatment in the workplace

Almost half of the young people surveyed (42%) stated they felt ignored or belittled by their supervisor at work because of their age and experience. While only 11% of older people felt as though they'd witnessed this behaviour at work, these results show an important gap in perception and experience. Workplaces are strongly encouraged to promote more respectful and effective intergenerational relationships.



Recommendations

- 1. Full time YTN Executive Officer
- 8. YTN Advisory Service

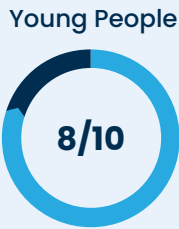


WE BELIEVE YOUNG PEOPLE HAVE A STRONG VOICE



Full Time YTN Staff

Young People are calling for a full-time YTN Executive Officer to lead, advocate and develop future tourism



Employers & Managers



4.3.4 External representation

It is positive to see that 19% of young people already feel represented by the Young Tourism Network, however, when asked if they thought a full-time executive officer at YTN would better represent young people in the tourism industry, they were enthusiastic (80%) about the idea. A role such as this would demonstrate an industry-wide commitment to positioning young people as vital actors in the industry’s development in the post-COVID rebuild. It would allow young people to feel as though they are being fairly advocated for within the tourism, events and hospitality sectors, whilst also creating lateral support mechanisms between young people in different workplaces to strengthen the sector as a whole.

Recommendations

- 1. Full time YTN Executive Officer
- 2. YTN x 2023 Destination Victoria conference
- 3. Annual YTN Leadership Summit
- 4. YTN x 2023 Commonwealth Games
- 5. YTN x 2024 Commonwealth Games
- 6. YTN x 2025 Commonwealth Games
- 7. YTN x 2026 Commonwealth Games
- 8. YTN Advisory Service
- 9. YTN x 2023 Destination Victoria conference
- 10. YTN x 2026 Victoria Commonwealth Games
- 11. Transition to Purpose beyond Profit



“ YTN needs to be more integrated into organisations so that young people can be supported in the opportunities that will help them grow ”

- Employers & Managers (Interview)

“ We need to bridge the gap between key organisations such as YTN to connect with education partners and industry ”

- Employers & Managers (focus session)



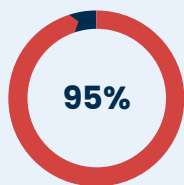
4.4 INTERGENERATIONAL COLLABORATION

2022

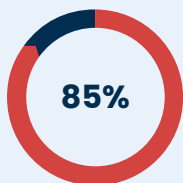
Let's work together!

There's an urgent need for increased intergenerational exchange in the workplace

Young People



Employers & Managers



4.4.1 Intergenerational collaboration in the workplace

A staggering 95% of young people stated that improvements should be made in the way younger and older generations work together in the Victorian tourism industry. Given that 85% of older people agree, there is an urgent and significant need to improve the way that our generations collaborate in the workplace. We believe that this should be seen as one of the foremost opportunities highlighted in the Workplaces report.



Recommendations

- 1. Full time YTN Executive Officer
- 9. YTN x 2023 Destination Victoria conference
- 10. YTN x 2026 Victoria Commonwealth Games
- 11. Transition to Purpose beyond Profit
- 13. YTN Launchpad & Mentoring for Executives

4.4.2 Three skills for positive change

Respondents were asked about their key strengths and skills that could contribute to creating a more sustainable tourism industry in Victoria. Both young and older participants considered their top skills to be understanding First Nations culture, knowledge about climate change and skills in waste recycling and management. These skills could be directly harnessed in intergenerational working groups, regeneration projects and triple bottom line goal-setting in 2023 and beyond.

Skills for positive change

Top 3 skills that both Young People and Employers & Managers believe can contribute to a more sustainable tourism industry in Victoria

- 1 First Nations Culture
- 2 Knowledge about Climate Change
- 3 Waste Recycling Management

Recommendations

2.
Annual YTN Launchpad Program

10.
YTN x 2026 Victoria Commonwealth Games

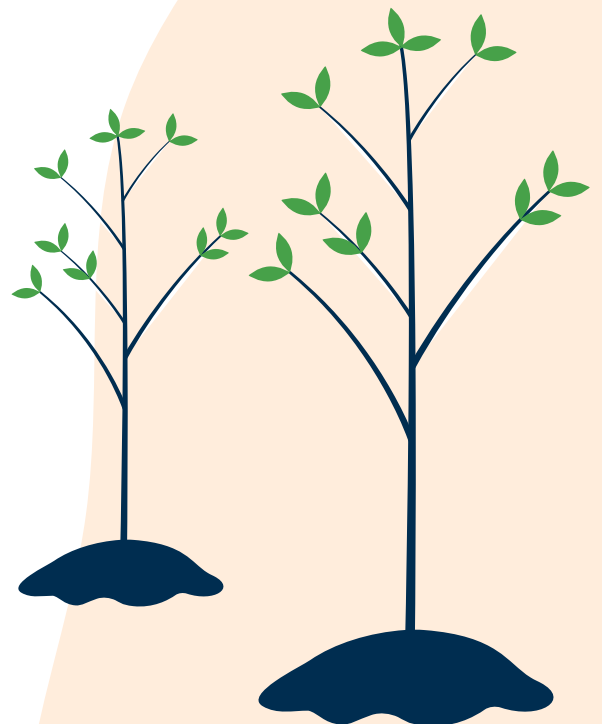
3.
Annual YTN Leadership Summit

11.
Transition to Purpose beyond Profit

6.
Industry-wide Triple bottom line reporting

13.
YTN Launchpad & Mentoring for Executives

9.
YTN x 2023 Destination Victoria conference





MABU MABU

YOUNG TOURISM NETWORK

CONNECT. LEARN
youngtourismnetwork

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TOORIE HERITAGE TRUST

NOW OPEN

4.4.3 Intergenerational superpowers

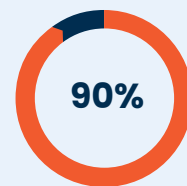
Considering the current low levels of intergenerational collaboration in the workplace, respondents were asked what one superpower they would share with their colleagues. The top three **superpowers** (skills) as selected by young people were digital skills, empathy and adaptability. As for older people, they wished to share skills such as confidence, patience and strategic thinking. These skills could be easily transferred through working groups inside organisations with the right level of support and commitment from employers. Once again, we encourage decision-makers to view this as an opportunity for creativity and innovation rather than 'tick box' compliance.

4.4.4 Intergenerational working group

Intergenerational working groups with a focus on sustainability were high on the agenda for young people, with over 90% saying they would choose to be a part of one if they were offered the opportunity. While 44% of older people agreed this would be a positive initiative in their workplace, a surprisingly high number (33%) were not interested in establishing a working group of this kind for their employees. This shines a light on the different priorities of younger and older workers in the tourism industry, and perhaps genuine knowledge gaps about the opportunity costs involved. If people don't see the links between issues in one part of their organisation or industry, and others, then they're unlikely to act.

90% of Young People

Most Young People would choose to be part of an intergenerational working group on sustainability within their organisation



Recommendations



Recommendations

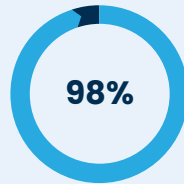


4.5 CAREER DEVELOPMENT

4.5.1 Professional development

Young People are interested in professional development opportunities and highly value volunteering as an avenue to upskill and gain experience. The majority of young people would like to see these opportunities available on a monthly (45%) or seasonal (38%) basis.

2021 Comparison



Regard growth opportunities and career progression as very or extremely important

Recommendations

- 2. Annual YTN Launchpad Program
- 9. YTN x 2023 Destination Victoria conference
- 3. Annual YTN Leadership Summit
- 10. YTN x 202 Victoria Commonwealth Games
- 4. YTN Internship brokering program

“Competing for job vacancies can be difficult against other candidates when you are being overlooked by lack of experience or age”

- Young Person (interview)



Invest in Young Leaders

Do current career development opportunities in your organisation align with Young Peoples' values?

Young People



Employers & Managers



4.5.2 Development opportunities for Young People in the workplace

Six out of ten young people believe their workplace currently offers development opportunities that are aligned with their interests and values. While this is promising to see, there is a lot of room for improvement. When managers of young people were asked if their organisation offered these same opportunities, only three out of ten stated that they did. Many managers (48%) believe they 'somewhat' offered value-aligned career development opportunities which shows that more intergenerational alignment would benefit all stakeholders is needed.

Recommendations



4.5.3 Perceptions of the tourism industry

Overall, 56% of young people perceive the tourism industry in Victoria as a satisfactory career choice, however, 6% indicated 'No' and 38% indicated either 'I'm not sure' or 'Maybe' when asked whether they would recommend a friend to work in the visitor economy. In comparison, in the 2021 [Young Voices in Tourism](#) report, 28.7% were Net Promoters, while 42% were Neutral and 29.3% were Detractors.

Interestingly, when we asked older people the same question, a staggering 96% stated that they would recommend young people to work in Victoria's tourism industry. This large gap begs the question - why do older people see the industry as an opportunity when so many young people see it as a barrier? The recommendations in this report signal that a value gap which the sector will need to overcome in order to rally the interest of young workers, but also practical steps that employers can take.

Hope Is Growing

More Young People now recommend a career in Victorian tourism, events & hospitality than not BUT there's a long way to go!

Only 56% of Young People would recommend their peers start careers in the Victorian tourism, events & hospitality industry. This is a mild increase from 2021.

4.6 INDUSTRY LINKAGES

4.6.1 Career progression over the next 12 months

In terms of career progression, young people consider networking and upskilling (professional development) as their top two priorities over the next twelve months. When managers of young people were asked what their organisation offers in terms of career linkages, the majority of respondents (26%) stated that they didn't have anything planned at this stage. While these older generation of leaders did favour organisational collaboration with industry and education networks (Young Tourism Network - 15% and training organisations - 12%) there could be much more emphasis on initiatives and programs that support young people in their career progression.

Recommendations



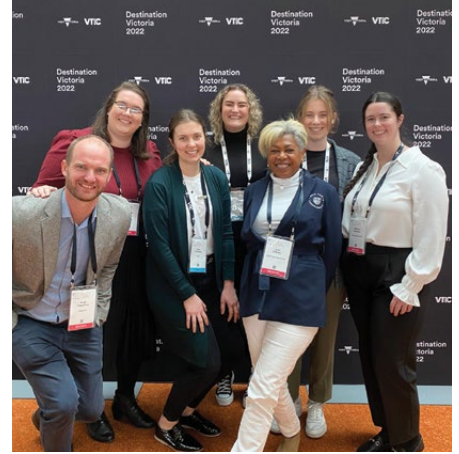
"I'M LOOKING TO TAKE MORE OPPORTUNITIES TO NETWORK AND LEARN ABOUT THE INDUSTRY"

- Young worker in tourism, Age 24-29

Young People and Employers & Managers consider networking and training crucial to career development over the next 12 months

"Supporting initiatives like Launchpad for career development would help to enhance the value of tourism jobs as a career and study options for young people"

- Young Person (focus group)



Where are the internships?

Do you feel there are adequate work experience, internship and industry placement opportunities for Young People?

Young People



Employers & Managers



4.6.2 Opportunities for industry linkages

As we know, industry experience is necessary to gain employment in the tourism sector, however, when we asked young people if they thought there were adequate work experience available (including internships and industry placements), only 33% stated that they were exposed to these opportunities. There was a difference in opinion with managers of young people, where 67% of whom said that their organisation was already offering these opportunities to those without experience.

This gap shows that there could be better industry linkages for those who are currently seeking employment in the tourism sector and further opportunities for those who are already employed in tourism. The Young Tourism Network has the potential to act as a key mediator, which to date has been under-engaged and overlooked for its strategic role, partly due to its capacity with only a volunteer committee.

Recommendations

- 1. Full time YTN Executive Officer
- 3. Annual YTN Leadership Summit
- 4. YTN Internship brokering program

4.6.3 Jobs Victoria employment program

More tourism employment programs are needed in Victoria and should be promoted more widely between tourism workers as 95% of young people were unaware that such a program exists in Victoria. Similarly, 78% of older tourism professionals were not involved in the Jobs Victoria tourism employment program.

“ There should be incentives or subsidies for organisations that employ young people ”

- Employers & Managers (interview)

Recommendations

- 9. YTN x 2023 Destination Victoria conference
- 10. YTN x 2026 Victoria Commonwealth Games



4.6.4 Flexible working conditions

Young People in tourism consider flexible working conditions as highly important (82%) when it comes to career development opportunities. Organisations feel they can support young people in achieving this by offering working from home options and flexible working hours.

Recommendations

8.
YTN
Advisory
Service

10.
YTN x 2026 Victoria
Commonwealth
Games



“ For operational businesses that require face to face workers, having an open, safe and honest policy for employers and employees to discuss flexible and accommodating ways of working should be available ”

- Employers & Managers (Interview)

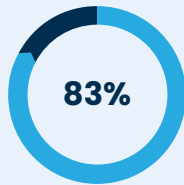
4.7 KNOWLEDGE SHARING

2022

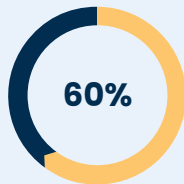
Bring On A Resource Hub!

Would you find a national resource hub for sustainable tourism valuable in your organisation?

Young People



Employers & Managers



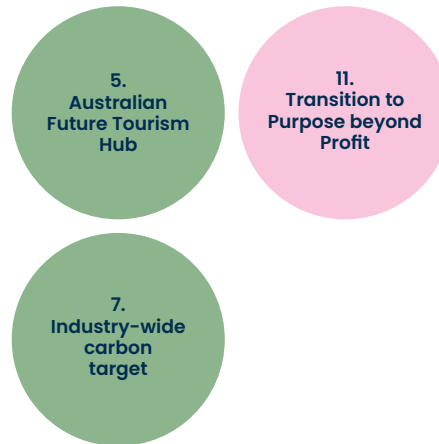
“ I think there is a lack of educational resources available that focus on improving the sustainability of a business that include earth friendly initiatives and contributions to the community ”

- Young Person (focus group)

4.7.1 National resource hub for sustainable tourism

There was overwhelming intergenerational support for a national resource hub for sustainable tourism, events and hospitality, with the majority of respondents stating that they would find it either 'useful' or 'very useful' in their organisation. This could be a strategic opportunity for Victoria to position itself, given its standing as a world-leader in education and strong standing in purpose-driven business as demonstrated by the local B Corp community and multi-sector platforms like Regen Melbourne.

Recommendations



4.7.2 Knowledge of climate change

Respondents stated that they had a basic understanding of climate change, however, there was room for improvement across both generations.

“ We can't expect single organisations to do it on their own, there has to be a government supported sustainability network to look at problem solving solutions together ”

- Employers & Managers (interview)

4.7.3 Knowledge of diversity

Positively, there was a good level of understanding when it came to diversity (e.g.: different cultural backgrounds, gender inclusion and LGBTIQ+ communities) across both generations.

4.7.4 Victoria's 2030 goal

When asked what one big goal Victoria's tourism industry should aim to reach by 2030, both generations were unanimous in proposing a state-wide net zero carbon goal.

"I'D LIKE TO SEE VICTORIA'S TOURISM INDUSTRY ACHIEVE 100% CARBON NEUTRALITY"

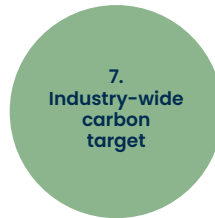
- Young worker in tourism, Age 24-29

Young People and Employers & Managers respondents agree that the Victorian Tourism Industry should develop an industry-wide net zero carbon goal

4.7.4 Knowledge of mental health

Overall, 54% from both generations felt like they had a good understanding of mental health, however, this could be better. There could be an opportunity to introduce an industry-wide program to enhance the knowledge of mental health in the visitor economy, similar to the standardisation of traditional First Aid training.

Recommendations



2021 Comparison

1 in 4 think the Australian Tourism Industry is addressing climate change





5. RECOMMENDATIONS

Walking the talk:

This is not another report designed to sit on the shelf and collect dust. The recommendations seek to connect the perspectives of Young People gathered in the research, with knowledge of the strategic context of Victoria's visitor economy as well as knowledge of international trends and best-practice responsible business. An emphasis is placed on tangible actions that stakeholders can implement in 2023 and beyond. Importantly, intergenerational collaboration is embedded within each.

YOUNG LEADERSHIP LEVEL

1

Full-time YTN Executive Officer

A government funded YTN Position to advocate for Young People, provide advisory services and assist in the delivery of strategic professional development programs and initiatives.

Potential partners:
YTN x DJSIR

Research alignment:

80% of young people believe a full-time YTN Executive Officer role would improve their representation within the Victorian tourism, events, and hospitality industry. Not only would this role be able to help support young tourism workers, but also to help bridge the gap between educational partners, industry and tourism organisations at a critical stage of industry development.

National benchmark:

[The Foundation for Young Australians](#)

The Foundation for Young Australians (FYA) is a non-profit organisation that provides trust, resources, skills, and connections to young people. The vision of the organisation is that youth can have the power to beat injustice and transform the future (FYA, 2022).

2

Annual YTN Launchpad program

The Launchpad would become part of YTN's broader program offering, funded by the government, with potential to scale to other Australian States and Territories.

Potential partners:
YTN x DJSIR x Regen Projects

Research alignment:

Young people are highly interested in professional development opportunities and consider initiatives like the Launchpad program a valuable and tangible way to network and enhance their skills.

National benchmark:

[Melbourne Tourism Leadership Program \(MTLP\)](#)

This is an annual professional development program designed by the Victoria Tourism Industry Council (VTIC) to help people develop their inner leadership capability, which has become a recognised rite of passage (VTIC, 2022).

3

Annual YTN Leadership Summit

A new event to be hosted in different Victorian regions, promoting leadership and career pathways, that respond to the unique place identities and opportunities across the State.

Potential partners:
YTN x DJSIR x RTBs x First Nations x Universities & Education

Research alignment:

Career progression is high on the agenda of young people in tourism, yet the majority (26%) of older people said their organisation didn't have anything planned to provide this to its employees over the next twelve months.

International benchmark

[UNWTO Global Youth Tourism Summit](#)

The Global Youth Tourism Summit (GYTS) is a platform developed by the World Tourism Organization (UNWTO, 2022b) that aims at empowering and engaging youth in the tourism industry. In line with the 2030 Agenda for Sustainable Development, this provides a unique platform for sharing, collaborating, and presenting innovative ideas. It includes a variety of series of international events, workshops, and education initiatives.

YTN Internship brokering program

YTN to work between young people and workplaces to accelerate the implementation of social and environmental initiatives and operational systems to match suitable candidates and organisations, which could also help to accelerate the the implementation of social and environmental initiatives as well as align visitor experiences and operational systems to having a purpose beyond profit. (eg: an intern could lead the B Impact Assessment process for businesses starting their B Corp journey)

Potential partners:

YTN x DJSIR x VTIC

Research alignment:

Only 33% of young people believed there were adequate work experience opportunities available such as internships.

National benchmark:

[The Young Tourism Leaders Program B Impact Assessment \(B Corp\)](#)

This is a Queensland government program developed by the Department of Tourism, Innovation, and Sport. This program encourages and inspires people to pursue careers in tourism by featuring Queensland industry leaders (Department of Tourism, Innovation, and Sport, 2022)

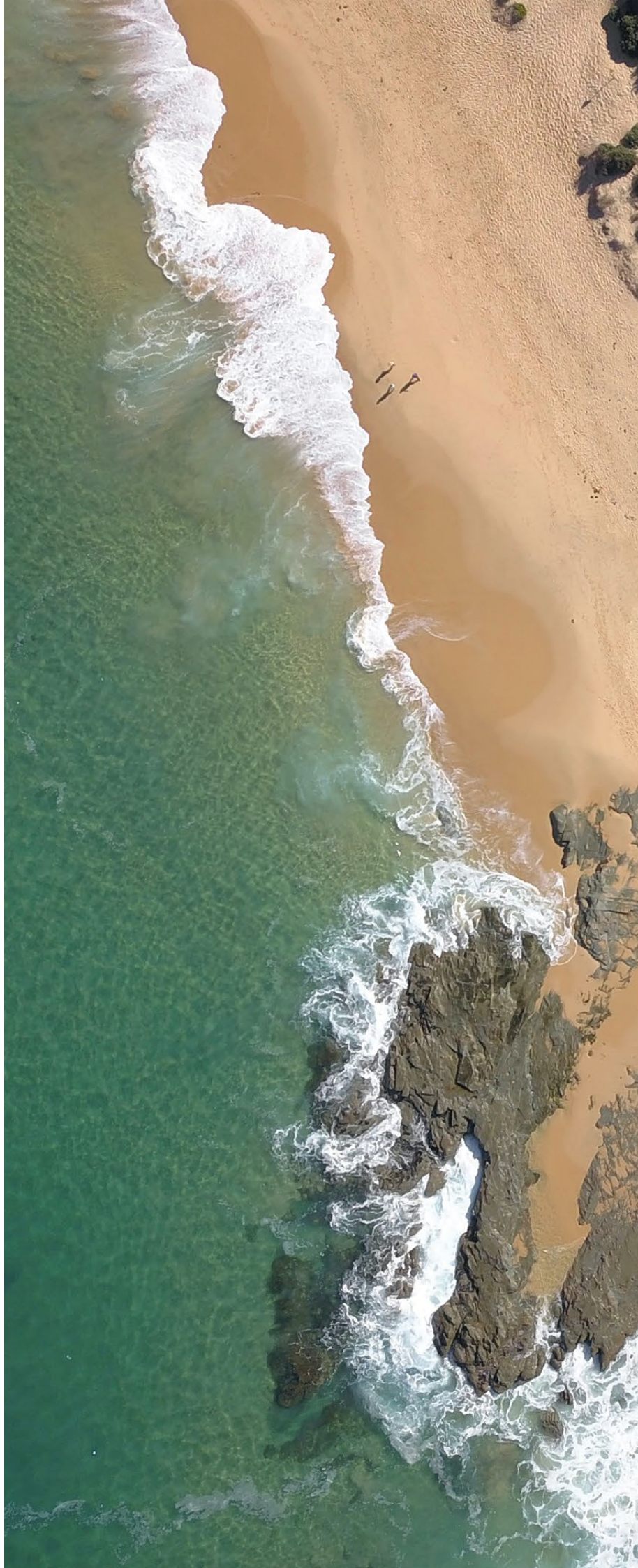




Image - Zac Porter, Cape Patterson

INDUSTRY LEVEL

5

Australian Future Tourism Hub

Establishing a national tourism resource and innovation hub, with a focus on First Nations knowledge and regenerative practice tools.

Potential partners:

DJSIR x TA x ATIC x STOs x AusTrade x First Nations Elders x Universities & Education x YTN

Research alignment:

There was overwhelming intergenerational support for a national resource hub for sustainable tourism with 83% of young people and 60% of older people stating they would find it either 'useful' or 'very useful'.

National benchmark:

[Tourism Australia Trade Resource Hub Australian Regional Tourism \(ART\)](#)

This example provided shows the potential at a functional level, but miss the transformative impact potential called for in this report and settle for a 'Business As Usual' that remains unattractive to young people.

6

Industry-wide Triple bottom line reporting

Leading industry bodies to develop and distribute tools for all levels of leadership to implement triple bottom line reporting systems.

Potential partners:

DJSIR x VTIC x Consultants x First Nations Advisors x YTN

Research alignment:

Only 44% of young people and 63% of older people felt their organisation was transparent when reporting its social, environmental and economic impact. Young people consider public reporting as a direct way organisations can show they are serious about sustainability.

National benchmark:

[Intrepid Travel 'Integrated Annual Report 2021'](#)

"At Intrepid, "being the best travel company for the world" is more than just words. It's a commitment backed up by over 32 years of work. That's why we openly share our environmental and social performance every year in our Integrated Annual Report." (Intrepid, 2021)

7

Industry-wide carbon target

Development of a world-leading 2030 target that will empower operators and address climate anxiety in Young People.

Potential partners:

DJSIR x VTIC x Consultants x Intrepid & other Operators x YTN

Research alignment:

Survey respondents were united in their concerns about the current lack of climate action. Both young and older people recommend that organisations create a climate action plan and their 2030 vision for the Victorian tourism industry was a net-zero carbon goal.

National benchmark:

[The Glasgow Declaration on Climate Action in Tourism](#)

This body of research acknowledges the urgent need to take climate action in tourism to half emissions and reach net zero emissions by 2050. The declaration provides a universal framework to support climate action plans and publicly report on progress against short and long-term goals (UNWTO, n.d.).

GOVERNMENT LEVEL

8

YTN Advisory Service

YTN's new Executive Officer to provide advisory support and services to industry leaders and stakeholders to shape the future of the industry and catalyse innovation.

Potential partners:

YTN x DJSIR & VTIC & VV & RTBs & Operators

Research alignment:

A third of young people felt insecure or unrepresented in the Victorian tourism industry and only 7% felt their organisation depicted their voice on their behalf. Older people were supportive of better integrating YTN between industry, education partners and the workplace to support young people.

National benchmark:

[Y Lab](#)

"We are working to build a workforce of young people thriving in the gig economy, bringing fresh perspectives, to design the future. We tackle inequality by placing young people with different lived experiences and technical expertise at the centre of re-generating institutions in every sector and every system." (YLab, 2022).

9

YTN x 2023 Destination Victoria Conference

YTN to be a key partner in the design and delivery of the conference, increasing value alignment and engagement with Young People.

Potential partners:

DJSIR x VV x VTIC x First Nations Elders x YTN

Research alignment:

Only three out of ten older people believe their organisation offers development opportunities that align with the values and interests of young people. This shows that more intergenerational collaboration is needed to support and engage with young people in the tourism, events and hospitality industries.

National benchmark:

[THRIVE 2030 The Re-Imagined Visitor Economy](#)

THRIVE 2030 is a national pulse check on Australia's visitor economy with long-term strategies for the sector to recover and sustainably grow post COVID-19 (Australian Trade and Investment Commission, 2022). This can be achieved through effective collaboration, modernisation and diversification that is aligned with government policies and achievable outcomes. See policy priorities under 'Modernise' theme.

10

YTN x Victoria 2026 Commonwealth Games

YTN to be a key partner in the design and strategic planning of the event to maximise innovation and legacy, in particular in long-term capability building and workforce planning, as well as volunteering strategy and cultural programming.

Potential partners:

Commonwealth Games x DJSIR x Industry Leaders x First Nations Elders x YTN

Research alignment:

Young people highly value professional development opportunities such as volunteering to gain experience and improve their skills. Volunteering opportunities at events like the Victoria 2026 Commonwealth Games would lead to an increased integration of young voices and improved engagement within the tourism industry.

National benchmark:

[Opportunities for the Visitor Economy](#)

The report focuses on building long-term sustainable growth that nurtures its natural assets, stimulates economic value and employment and contributes to our national identity (Australian Trade and Investment Commission, 2021). With a strong focus on industry-led solutions, the visitor economy can maximise its unique position through effective collaboration and intuitive investment.

OPERATOR LEVEL

11

Transition to Purpose beyond Profit

Implement core purpose initiatives:

- Create a dedicated Regeneration (Corporate Social Responsibility) position
- Form an intergenerational Regeneration working group
- Start reporting your social and environmental impact
- Implement Mental Health training

Potential partners:

DJSIR x VTIC x Specialists x YTN x Specialists (inc. Mental Health Victoria)

Research alignment:

Both young people (90%) and older people (80%) seek an employer/employee with a purpose beyond profit. Overall, 54% from both generations felt like they had a good understanding of mental health.

Benchmark:

[Balancing Purpose & Profit](#)

A joint report by Skift and Intrepid (2018), this study aims to better understand, encourage and promote purpose-focused companies through four key strategies. By building purpose into the organisational culture, businesses are keeping themselves accountable for their actions (or inactions).

The 'Royal Commission into Victoria's Mental Health System' calls for 'Establishing mentally healthy workplaces' (Recommendation 16) and also 'Supporting the mental health and wellbeing of young people' (Recommendations 16 and 21)

12

B Corp certification fast track

Government-supported fast track for 100 Victorian tourism businesses to become B Corps before the 2026 Commonwealth Games.

Potential partners:

DJSIR x B Lab AANZ x VTIC x YTN

Research alignment:

Young people highly value certifications like B Corp as important initiatives for organisations to show that they are serious about sustainability and regeneration.

National benchmark:

[B Tourism: Travel as a force for good](#)

"B Tourism is a global network of Certified B Corporation travel and tourism companies as well as other conscious travel organisations that take collective action for environmental and social justice." (For Good Movement, 2022).

13

YTN Launchpad & Mentoring for Executives

Development and delivery of a dedicated leadership program for employers and managers of young people, focused on sustainability and regeneration and including mentoring by Young People.

Potential partners:

YTN x DJSIR x VTIC x RTBs

Research alignment:

Young and older respondents noted their individual 'superpowers' (skills) they could transfer with their counterparts, but were often not given the opportunity to share them. 90% of young people were eager to join an intergenerational working group to better collaborate with older people in their workplace.

National benchmark:

[Australian Tourism Labour Force Report](#)

The Australian Tourism Labour Force Report (Tourism Research Australia, 2015) identifies the skills and labour force shortages affecting the tourism industry in both Victoria and Australia overall. The report focuses on skills deficiency pressures, potential career development opportunities and a lack of suitable experience in the sector. Note the lack of reference to social and environmental business literacy in the skill deficiency section, showing a systemic gap in workforce analysis.



6. CONCLUSION

This revealing report aims to compare the perspectives of young people with managers and employers of young people in the Victorian tourism, events and hospitality sector. Through this extensive research, it is acknowledged that organisations are facing continued workforce issues and to re-engage and support young leaders' careers in tourism we need to take action now.

With these findings, decision-makers have the strategic imperative to harness young people's passion and skills on social and environmental issues to establish new collaborative and competitive advantages for the State and its diverse stakeholders, including Country. Ultimately, this calls for an industry-wide realignment to a 'purpose beyond profit' where intergenerational partnerships become a driver for innovation at all levels of industry.

Young People, from diverse backgrounds, are the future of Victoria's visitor economy. They should be recognised and empowered as the agents of positive change that this post COVID-19 era has called them to become.



Image - Wild Adventures Melbourne, Nairn / Port Phillip Bay

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