PEOPLE · TOPIC GUIDE B1

Fair work

Living wage, equal opportunity, and staff turnover and engagement.

WHAT THIS COVERS

Whether wages meet the living wage benchmark (PPL-01), an equal-opportunity policy and the share of management roles held by women or under-represented groups (PPL-02), and workforce wellbeing measured by turnover and engagement (PPL-07).

WHY IT MATTERS

Fair employment is the clearest signal of a well-run property, and it is in every serious buyer questionnaire and GSTC section B.

How to track it well

1. Check the local living-wage reference and confirm payroll and on-site contractors meet it; record the commitment.
2. Define which roles count as management and enter the share held by women annually.
3. Take the turnover rate from HR each year and, if you run an engagement survey, the score.

Your first month

1. Confirm every employee has a written contract and note the lowest hourly wage paid.
2. Find the living-wage benchmark for your area and record its source.
3. Take headcount by gender, in total and in management, from payroll.

WORKED EXAMPLE (ILLUSTRATIVE FIGURES)

The lowest wage is £12.60 an hour against a local living-wage benchmark of £12.60: 100% of benchmark, so the practice is in place. Twelve of 26 managers are women: 46%, scored against a target of 50%.

Where the data comes from

- Payroll
- Contractor agreements
- HR headcount and leavers report
- Engagement survey

EVIDENCE TO ATTACH

Policy or GM-signed statement; anonymised headcount summary; HR turnover report.

HOW OFTEN, AND WHO

Annual, HR.

Common pitfalls

- Meeting the legal minimum but not the living-wage benchmark
- Forgetting outsourced housekeeping or security
- Changing the definition of management between years

What the research says

- Workforce cuts in hospitality were associated with weaker company performance afterwards, which supports treating retention as a business measure, not only a welfare one.
- Interviews with women executives in hospitality stress that gender balance at the top depends on keeping senior women, not only on recruiting at entry level; development programmes that expect women to fit a traditional mould miss this.

Source: Seo & Soh (2025), Tourism Management 108 — workforce reductions and firm performance across lodging, airline and restaurant companies. Im et al. (2025), Tourism Management 108 — interviews with women executives in hospitality and tourism. Findings are summarised in our own words; they come from specific samples and may not hold everywhere.

What you record

3 attributes make up this topic. Each lists the data points to enter; anything marked “calculated for you” needs no entry.

Living wage PPL-01

Annually

Wages benchmarked against the national or local living wage; lowest wage vs benchmark

Evidence: Payroll confirmation / policy · Scoring: in place = 100, not in place = 0

No.	Data point	How it is entered	Asked for by
PPL-01.1	**Living wage policy in place**	Yes / no	GK 1.4 · GSTC B9
PPL-01.2	Benchmark used (source, hourly rate)	Short text	–
PPL-01.3	Lowest hourly wage paid	Short text	–
PPL-01.4	All staff on written contracts	Yes / no	GK 1.4
PPL-01.5	Outsourced workers covered	Yes / no	GSTC B9
PPL-01.6	Staff paid the legal minimum wage	Percentage	SASB SV-HL-310a.3
PPL-01.7	Average hourly wage	Cost	SASB SV-HL-310a.3
PPL-01.8	Staff covered by collective agreements	Percentage	GRI 2-30 · CSRD S1

Equal opportunity PPL-02

Annually

Equal-opportunity policy, and % of management roles held by women or under-represented groups

Evidence: Policy / HR headcount · Scoring: target 50 · floor 10 %

No.	Data point	How it is entered	Asked for by
PPL-02.1	**Women / under-represented share of management**	Percentage	GSTC B8 · WTTC #12
PPL-02.2	Equal-opportunity policy	Document	–
PPL-02.3	Headcount by gender (total)	Count	–
PPL-02.4	Headcount by gender (management)	Count	–
PPL-02.5	Payroll by gender (pay-gap)	Cost	–
PPL-02.6	Promotions in period, by gender	Count	–

Workforce wellbeing & retention PPL-07 · group measure

Annually

Staff turnover rate and engagement or satisfaction score

Evidence: HR records / survey · Scoring: target 15 · floor 60 %

No.	Data point	How it is entered	Asked for by
PPL-07.1	**Staff turnover rate**	Percentage	–
PPL-07.2	Leavers in period	Count	–
PPL-07.3	Average headcount	Count	–
PPL-07.4	Engagement survey score	Score	GK 1.24 (G)
PPL-07.5	Contract mix (permanent / casual / temp / seasonal)	Count	–
PPL-07.6	Disciplinary cases logged	Count	–
PPL-07.7	Voluntary leavers in period	Count	SASB SV-HL-310a.1
PPL-07.8	Involuntary leavers in period	Count	SASB SV-HL-310a.1
PPL-07.9	Permanent staff (headcount)	Count	GRI 2-7 · CSRD S1
PPL-07.10	Temporary or seasonal staff (headcount)	Count	GRI 2-7 · CSRD S1
PPL-07.11	Part-time staff (headcount)	Count	GRI 2-7 · CSRD S1
PPL-07.12	Workers who are not employees (agency, outsourced)	Count	GRI 2-8 · CSRD S1

Ready-for-audit checklist

- Every attribute above has a value for the current period, submitted (not left as a draft).
- Each measured value has its bill, invoice, log or photo attached.
- Any estimated figure is marked as estimated, with the real figure entered when it arrives.
- Flagged readings have been confirmed or corrected.
- The method is written down: which meters, sources or records feed each number.
- Policies and registers are dated, owned by a named person and reviewed this year.

What a certifier will ask

The certification criteria this topic supports, in plain words, and the Canoprise attribute that holds the evidence.

Scheme	Criterion	What it asks for	Supported by
WTTC Basics	12	Reduce inequalities	PPL-02
GSTC Hotel v4	B8	Employment inclusion and equality	PPL-02
GSTC Hotel v4	B9	Decent work	PPL-01
Green Key	1.4	Fair labour: written contracts, living wage	PPL-01
Green Key	1.10	Equitable recruitment and development	PPL-02
Green Key	1.16	Staff wellbeing initiatives (guideline)	PPL-07
Green Key	1.24	Annual staff feedback (guideline)	PPL-07
EarthCheck	2.4.5	Employment conditions	PPL-01, PPL-02

Criterion titles are Canoprise's short paraphrases of WTTC Hotel Sustainability Basics, the GSTC Hotel Standard v4 and the Green Key 2026–2031 hotel criteria; read the scheme's own text before applying. This mapping is our reading; your certification partner decides what is met.
EarthCheck clause titles paraphrase the EarthCheck Company Standard v4.2.

Where it is reported

The same data answers the reporting frameworks: GRI disclosures, SASB Hotels & Lodging metrics and CSRD (ESRS) topics. These are referenced, not scored.

Framework	Reference	What it asks for	Supported by
GRI	2-7	Employees	PPL-07
GRI	2-8	Workers who are not employees	PPL-07
GRI	2-30	Collective bargaining agreements	PPL-01
GRI	202-1	Entry-level wage compared with local minimum wage	PPL-01*
GRI	401-1	New hires and staff turnover	PPL-07
GRI	405-1	Diversity of management and staff	PPL-02
SASB	SV-HL-310a.1	Staff turnover, voluntary and involuntary	PPL-07
SASB	SV-HL-310a.3	Hourly wage and share of staff on minimum wage	PPL-01

Framework	Reference	What it asks for	Supported by
CSRD	S1	Own workforce	PPL-01, PPL-02, PPL-07

* gives part of what the reference asks for. Titles are Canoprise's paraphrases; check the official standard before you publish. GRI 102 and GRI 103 replace GRI 305 and 302 from 1 January 2027.