

# **FUTOURWORK**

## **Precarity, Social Dialogue and the Digital Promise in Tourism and Hospitality**

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## Project Overview: unpacking concepts



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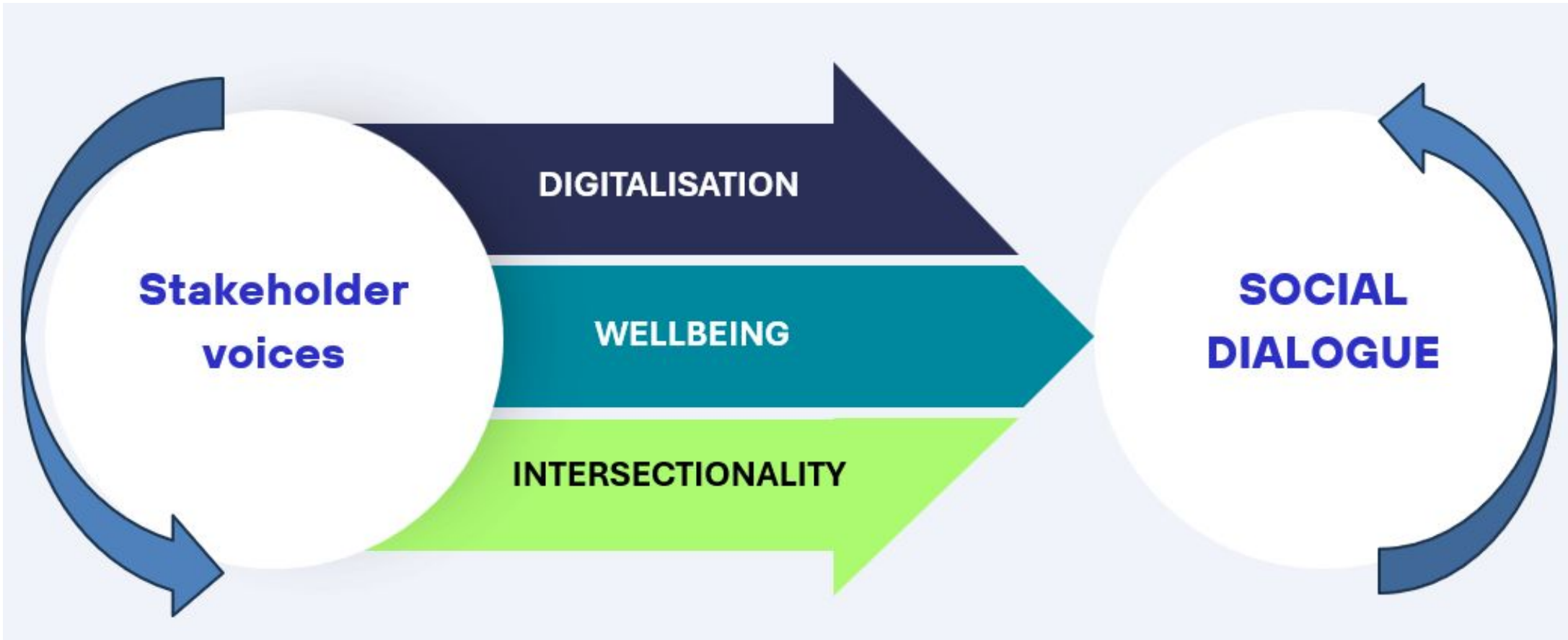


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EQUALITY  
in TOURISM  
INTERNATIONAL

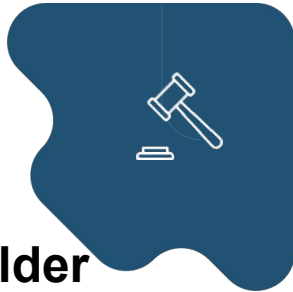
ZANGADOR  
Research Institute



# Data Collection and Key Outputs

Mixed methods used to collect both qualitative and quantitative data

60+



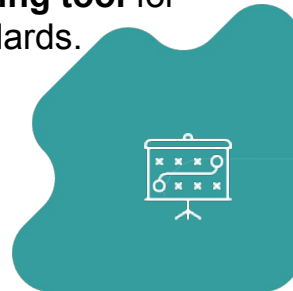
## Stakeholder interviews

Setting the context with employer representatives, trade unions, NGOs, migrant organisations, public authorities, hotel and restaurant managers.

## Wellbeing Index Survey

To measure well-being across the partner countries. The aim is to produce a **well-being index** and **benchmarking tool** for labour standards.

2400



90+



## Workers Interviews

This includes in-depth interviews and storytelling videos for **co-creating** legal **know-your-rights manuals** and a **documentary** about workers' stories.

## Multi-stakeholder dialogues

Participatory process for the co-creation of industry **best practices** and an **Observatory Platform** for practical tools and legal resources.

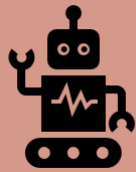
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# STAKEHOLDER INTERVIEWS: Emergent themes



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## DEMYSTIFYING PLATFORMISATION

Addressing awareness gaps and contextualising digitalization impacts.



## THE HUMAN TOUCH AS RESISTANCE

The importance of human connection and the customer's role in resisting the algorithm.



## DEFINING WELLBEING in T&H

Focusing on outcomes, well-being becomes a measure of value, voice, and participation in social dialogue



## INTERSECTIONAL BARRIERS

Mapping of intersectional challenges to workers' inclusion in social dialogue.

To be continued

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# DEMISTIFYING PLATFORMISATION:



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## digital promises vs. precarious realities

*Perhaps we've been kidding ourselves that, you know, technology is purely, you know, worker-friendly, and maybe there are some sort of issues about abusive control that we need to be more aware of.*  
*Employer representative, UK*

### PROMISE

Focus on potential, efficiency and growth narratives



**Employer Organisation representative**  
(Promise of platformisation, limited understanding of real impact)

**Recruitment agency**  
(Focus on filling roles, less visibility on worker impact)



**Pub / Restaurant / Pub Managers**  
(Incl. GM, Sales, Hotel, Regional Managers, etc.)  
(Promise of efficiency and profitability)



### PRECARITY

Focus on risks, worker impact and protection gaps

#### STAKEHOLDER CATEGORIES

- Worker voice & representation
- Civil society & community
- Public sector & governance
- Employer & business actors
- Intermediaries & service providers

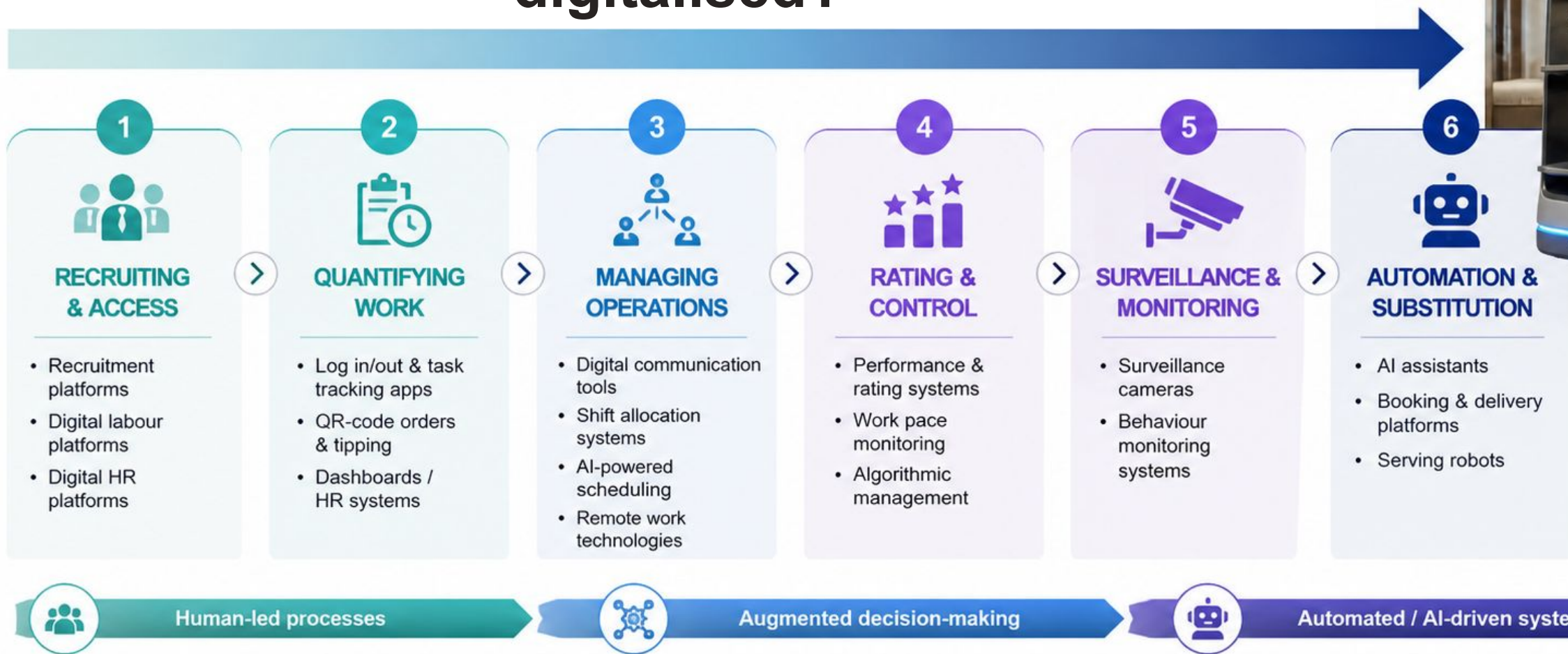
**LOW AWARENESS**  
of technology's real impact  
(opportunities & risks)



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# THE HUMAN TOUCH AS RESISTANCE: Will hospitality be the last sector to be digitalised?

Example of advanced automation





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*AI is part of our lives and will increasingly be, but the difference between luxury and non-luxury is that **personal touch**, that **human connection**. People very often return to a hotel for the memories they have. Then again, beautiful hotels exist—there are thousands of them in the world—but it's people who change the whole experience. I see a role for myself, and I don't see it changing much.*

*Hotel Manager, UK*

*So, for instance, a customer might have come up to me with a problem that I've helped resolve, which could take an hour. So already I am behind that algorithm. And it's how do we make sure that that is reflected in the **added value** perspective, it's those kinds of **nuances** that also need to be monitored”*

*NGO representative, UK*

*And it just seems like **customers don't support it** (AM) either. Like everyone wants their food to come fast, but not at low quality, you're paying like 30 pounds at least per person for like high quality food, and the food not good quality because they are having to speed everything up.*

*Trade Union office, UK*

*If I were to use digital solutions, I would invest in... hire **cleaning robots**, rather than go for **platform workers**.*

*Hotel Manager,  
Romania*

*Because hospitality is so reliant on customers, one of the biggest...tools that you have in your arsenal is **public pressure**.*

*Trade Union officer, UK*



# INTERSECTIONAL BARRIERS TO SOCIAL DIALOGUE

*A fifty-year-old Albanian woman working as a housekeeper in a hotel in Rhodes occupies one of the most precarious positions in the entire workforce: she is a migrant, she is a woman in a low-status role, she is older, she may speak limited Greek, and she is likely to be on a renewable short-term contract. **She faces discrimination on multiple axes simultaneously.***

*Trade Union officer, Greece*

*A lot of people assume the reason ... workers are so exploited in the sector is because they're young or they're migrant workers or they're women and they don't know their rights. I get kind of angry with that analysis because some of the most knowledgeable and empowered workers also happen to be young migrant women.*

***Some of our best leaders are migrant workers or young women.***

*Trade Union officer, UK*



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# Questions raised:

*Can there be more digital efficiency whilst keeping workers at the centre?*



*To what extent is digitalisation exacerbating existing precarities or posing new challenges to T&H workers and*



*What does solidarity and collective voice look like in the face of progressive deskilling, individualisation and*



## workers to reply ...



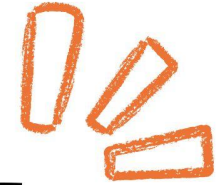
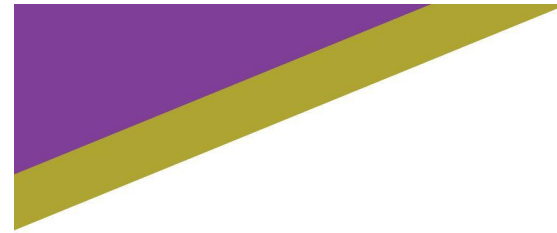
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# Thank You

Let's Connect

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