WORKING MATERIAL 2.5 · CHAPTER 2 — THE OPERATIONAL PERSPECTIVE (SECTIONS B, C AND D) · SETTING: LOFOTEN ISLANDS, NORWAY

Inclusion, Equality and Decent Work in a Seasonal Trade

Source: Francesco Dore, The Helm and the Lens, Volume 7a — GSTC Hotel Standard v4.0, subchapter 2.5 (book page 251)

GUIDING QUESTION

A seasonal hotel lives on people who arrive in spring and leave in autumn, and many of them come back year after year. Criteria B8 and B9 do not distinguish between the permanent and the temporary: they ask for equal opportunity, a fair wage, training, a voice and a safe way to complain for all staff. What does an owner discover when the people who come back are counted as if they had never been there before?

1 · Verification Pact: market claims against the standard

Copied from the book. The last column is for your property: what holds here, and how you know it.

What is claimed	Binding?	What actually holds	In our property
Seasonal staff are outside the scope of decent work requirements	No	B9.3 and B9.5 refer to all staff, including contract and temporary staff	
Paying the legal minimum fully meets B9	Only partially true	B9.3 sets the floor; the criterion speaks of a living wage, and B9.4 requires an annual review on measurable criteria	
Contracted workers are the contractor's responsibility	Only partially true	B9.1 covers staff hired by contracted organisations involved in operations	
A hotel without prejudice needs no inclusion policy	No	B8.1 requires a written policy and B8.3 a documented identification of groups at risk	
Discrimination training concerns colleagues only	No	B8.4 covers bias and discrimination in guest interactions as well	
A grievance route through the head of department is sufficient	No	B9.7 requires a safe, confidential system with explicit safeguards against retaliation	

2 · Common mistakes — a self-check

Tick each mistake you recognise in your own property, and note where it shows.

☐ Treating seasonal and temporary staff as outside the scope of decent work and inclusion.

☐ Restarting tenure at zero with every seasonal contract.

☐ Holding surveys, wage reviews and training when the seasonal team is absent.

☐ Equating payment of the legal minimum with a living wage and an annual review.

☐ Believing that the absence of prejudice makes an inclusion policy unnecessary.

☐ Leaving staff without guidance when a guest is the source of discrimination.

☐ Ignoring the working conditions of contracted workers on the property.

☐ Routing grievances only through the head of department, with no protection against retaliation.

3 · A Checklist for Decent Work in a Seasonal Property

The book's checklist, with a column for your own answer.

Question	Why it matters	Our answer
Does every contract, including temporary and contracted staff, meet the legal minimum wage?	B9.3 applies to all staff, including contract and temporary staff	
Do seasons worked count towards tenure in our annual wage review?	B9.4 requires a review based on measurable criteria including tenure	
Do seasonal staff have training records and a path to supervisory posts?	B9.5 requires records for all staff, and B8.5 monitoring across all positions	
Have we written down which groups in our workforce are at risk of discrimination?	B8.3 requires groups at risk to be identified and documented	
Do staff know what to do when a guest discriminates against a colleague?	B8.4 covers bias and discrimination in guest interactions	
Can seasonal staff raise a grievance safely and confidentially during the season?	B9.7 requires a confidential system with safeguards against retaliation	

4 · What would show this is working

Questions drawn from the subchapter's reading of the standard and its practical application. Indicator references point to the GSTC Hotel Standard v4.0; where the evidence lives is this book's practice, not a requirement of the standard.

Question	Where the evidence lives	Seen?
Is there a written inclusive employment policy listing the prohibited grounds, regularly reviewed (B8.1, B8.2)?	Dated policy and review record	☐
Are groups at risk of discrimination identified and documented (B8.3)?	Documented analysis of the workforce	☐
Do all staff, including contract and temporary, receive at least the legal minimum wage (B9.3)?	Payroll and contractor wage records	☐
Is there an annual wage review on measurable criteria (B9.4)?	Wage review procedure and minutes	☐
Are training records kept for all staff, seasonal included (B9.5)?	Training records by person	☐
Is there a confidential grievance system with safeguards against retaliation (B9.7)?	Grievance procedure and log	☐

> *What this sheet is not: the GSTC Hotel Standard does not prescribe this form. It is a working aid drawn from the book; the standard's criteria, indicators and guidelines govern the real case. Independent material; not affiliated with or endorsed by the GSTC. The standard's own text at www.gstc.org prevails.*