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## Issue Brief

# Upskilling European Hospitality

## Executive Summary

Europe's accommodation sector has strong demand and investment, but its growth increasingly depends on whether workforce skills can keep pace. Across the economy, labour and skills shortages are emerging as structural constraints on productivity and competitiveness, and the hotel industry is one of the sectors feeling this pressure most acutely.

The workforce is not short of ambition. In our survey, nearly 69% of hospitality employees see their role as a long-term career, and 83% aspire to leadership positions. Yet, while employers report confidence in their workforce's skills, employees' self-assessments often suggest a more uneven reality.

Employers consistently assess their capabilities more positively than employees themselves. Seven in ten employees rate their leadership and supervisory skills as strong, compared to nine in ten employers, and this gap extends to revenue management, sustainability, sales, and digital marketing. This suggests skill gaps may not always be fully recognised, which can lead to underinvestment in training, slower adoption of

productivity-enhancing tools, and avoidable churn.

Looking more closely at the data, this disconnect is driven by differences in how skills needs are identified and prioritised across the sector. Employers increasingly prioritise digital capabilities in response to technological change and evolving customer expectations. At the same time, gaps in core service-related competences such as communication, teamwork, and adaptability continue to affect day-to-day operations. Employees, in turn, highlight the importance of leadership skills to support career progression. When these priorities are not addressed together, training efforts can become fragmented, limiting their impact on both performance and progression.

Structural differences between global chains and independently operated properties further compound the challenge. Large hotel franchises benefit from scale, centralised resources, and existing internal training infrastructures. Independent hotels—often SMEs and representing 87% of Europe's accommodation sector—operate with tighter budgets, limited HR capacity, and with greater constraints on managerial bandwidth.

Encouragingly, across countries, hotel types, and business sizes, both employers and employees signal readiness to engage in upskilling when training is affordable, accessible, and aligned with operational realities. The evidence points toward scalable, blended learning models that combine formal education, structured on-the-job development, and modular online training. Done well, these approaches can enhance employee engagement and morale, strengthen middle-management coaching capacity, accelerate technology adoption, and create a clearer pathway for hotels of all sizes to move up the value chain and improve profitability.

In an industry shaped by growing guest expectations, rapid digitalisation, and intensifying operational complexity, workforce capability is now a decisive factor in competitiveness.



## Europe’s labour market fault lines: hospitality in focus

Across all European Member States and irrespective of industries, skills shortages are among the most persistent constraints on growth, productivity, and competitiveness. Employers across sectors increasingly report difficulties in finding workers with the right mix of technical, digital, and job-ready skills, even as overall employment remains high.

According to the European Commission, more than two-thirds of medium-sized EU companies identify labour and skills shortages as a major obstacle to investment, making it one of the most frequently cited barriers to business expansion across the single market.<sup>1</sup> These shortages are not evenly distributed: they tend to hit service-intensive, SME-heavy sectors first, where margins are thinner and access to structured training is more limited.

As the World Economic Forum’s Future of Jobs Survey 2025 shows, employers across Europe expect growing difficulty in attracting talent over the coming years, spanning advanced manufacturing, infrastructure, professional services, and consumer-facing industries.

Accommodation, food, and leisure stand out not because they are alone in facing shortages, but because they sit at the intersection of high labour intensity, fast-changing skill needs, and limited access to formal training infrastructure. As a result, the sector functions as an early warning signal for how Europe’s broader skills challenge might cascade down into day-to-day operational constraints and ultimately impede productivity growth.

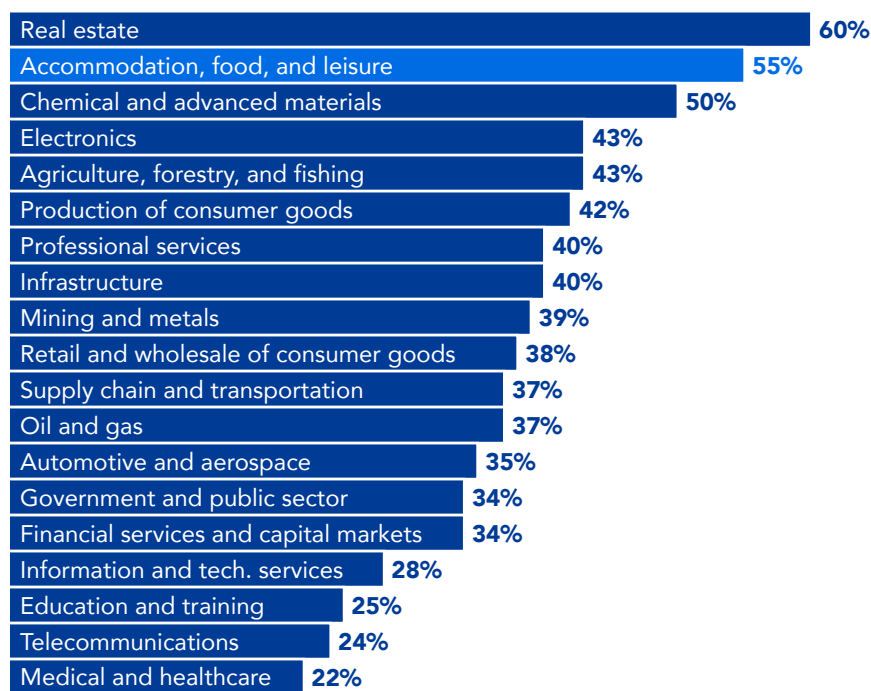
Not all skills shortages are created equal. Gaps are emerging across different areas of the skills spectrum. The most acute gaps are emerging in digital and tech-enabled capabilities, as the rapid digitalisation of customer journeys and core business processes outpaces the skills of the existing workforce. These demands have evolved significantly and have not always been fully reflected in university or vocational training pathways developed decades ago, leaving employers struggling to bridge a growing mismatch between formal qualifications and on-the-ground needs. At the same time, gaps in core service-related competences and leadership and management capabilities continue to affect day-to-day operations and progression.

This lack of up-to-date skills among experienced long-term workers in

hospitality has limited progression and opportunities for career development, prompting key industry stakeholders, such as EFFAT and Hotrec, to call for more robust skills development programs aimed at improving both recruitment and retention within the sector.<sup>2</sup>

The European Commission has recognised the urgent need to bridge these gaps,<sup>3</sup> emphasising the importance of digital access to learning resources and lifelong learning opportunities. Without such interventions, small and independent accommodations, in particular, are at a disadvantage as they often lack the resources to provide formal training. This challenge further widens the competitive gap between small businesses and larger hotel chains, which have more structured training programs and resources for skill development.

### Accommodations among the most concerned with talent shortages in 2025



Sources: World Economic Forum, Future of Jobs Survey 2025

1. European Commission, Eurobarometer no. 537 11/2023

2. Hotrec, Joint declaration on how to overcome labour and skills shortages in the hospitality sector

3. European Commission, Union of Skills

## Skills are now a productivity and competitiveness issue – not just an HR issue

The primary driver of this upskilling pressure is rapid digitalisation, which is reshaping how value is created, priced, distributed, and delivered. The notion of “unskilled” labour is increasingly outdated and virtually every role now demands a baseline of technical proficiency. This is especially true for the accommodation sector as it is reshaped by digital marketing and distribution, new guest expectations, personalisation, and the speed of technological change.

Beyond essential soft skills, a wide range of formal qualifications, digital literacy, and sector-specific hard skills are required to run a typical tourism

**67%** of employers say that roles at their accommodation business are mostly specialized

or hospitality business. Results from the 2025 European Accommodation Barometer<sup>4</sup> survey highlight that low-skilled, and often seasonal, jobs in hospitality such as housekeeping tend to be easiest to fill.

In contrast, managerial roles (e.g., general manager and sales, revenue, and marketing staff) were the hardest to fill. For every accommodation that found it easy to hire managers, almost ten reported difficulty. This points to a broader structural issue: even in times of ample labour supply, the shortage is often one of skill, not numbers.

Closing the gap is not primarily a question of better recruitment, but of sustained investment in upskilling and long-term career development. When businesses invest in training, recognise qualifications, and define clear progression pathways, they strengthen their position in the

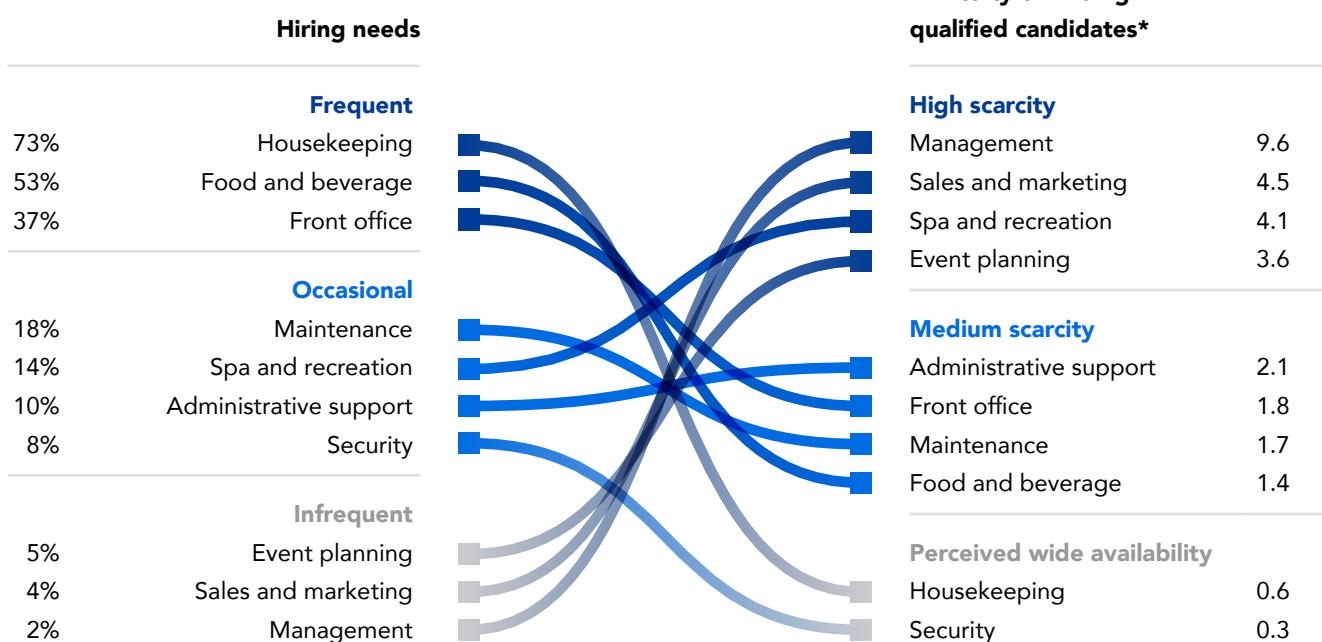


“Soft skills and emotional intelligence remain the foundation of service excellence, even in a digital era.”

Source: in depth interviews conducted with local hoteliers in Switzerland

market. This not only elevates the profession and enhances the customer experience, but also creates a virtuous cycle: employees are incentivised to acquire new skills, contribute more meaningfully to the business, and increase their earning potential, reinforcing hospitality as a viable long-term career choice.

### Hiring demand and talent gaps in European accommodation



\* Figures are ratios obtained by dividing the share of respondents answering “(very) difficult” by the share of respondents answering “(very) easy”

4. Statista & Booking.com, 2025 European Accommodation Barometer

## From skills gap to digital divide

Our employer survey shows that accommodation managers are, for the most part, confident in their preparedness for highly visible digital trends such as growth in digital bookings (78%) and managing social media and online reputation (72%). Confidence drops, however, where implementation becomes more complex and technically demanding. Guest-facing technologies (55% prepared; 21% not prepared) and the growing use of AI by customers to find hotels and experiences (52% prepared; 22% not prepared) are areas where accommodations report noticeably lower readiness.

This pattern suggests that employers are more comfortable with the visible

digital front end of the business, such as bookings and reviews, but less prepared for deeper transformation in processes and decision-making. This is most apparent when it comes to newer technologies like AI.

This gap reflects a structural mismatch: technology is evolving faster than formal training systems can adapt. As a result, keeping curricula current becomes extremely difficult for the hospitality schools, and even recent graduates can struggle to keep their skills up-to-date and relevant in practice.

Addressing this challenge requires more agile training approaches, such as through formal education, micro

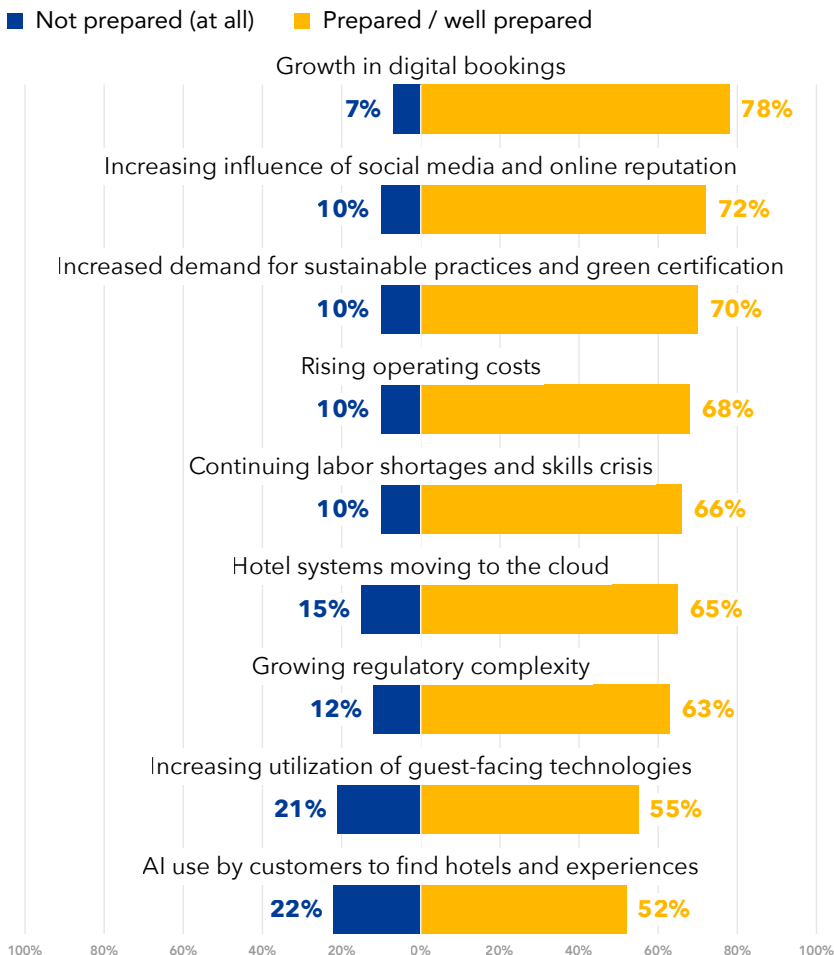
credentials, on-the-job training, self-directed learning, or mentorships. Upskilling needs to evolve alongside technological change, shifting consumer behaviours, and the day-to-day realities of running a hospitality business.

### What employers see and what employees experience

While employers maintain confidence in the skills of their staff in today's environment, their employees do not necessarily share the same level of certainty. Three in five hotels think skill gaps don't affect them, yet only a third of employees say they master digital literacy.

This disconnect matters because the skills most prioritised for the future are not always the ones most closely linked to performance today. While digital transformation dominates employer training priorities, performance today remains closely linked to strong frontline operational capabilities, particularly in front office and sales functions. This points to a sequencing challenge rather than a contradiction: foundational service, leadership, and execution skills must be strengthened even as digital capabilities are built. Without that base, investments in more advanced technologies risk falling short of their potential.

### Emerging trend preparedness assessed by employers



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Three in five hotels think skill gaps don't affect them, yet only a third of employees say they master digital literacy

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When viewed side by side, employers consistently rate proficiency across management and operational areas noticeably higher than employees rate themselves, revealing a clear perception gap between managerial confidence and staff’s lived experience. The opposite is true for digital skills: employees are more likely to rate their proficiency higher than employers’ estimates.

This isn’t just a difference of perspectives; it’s an operational risk.

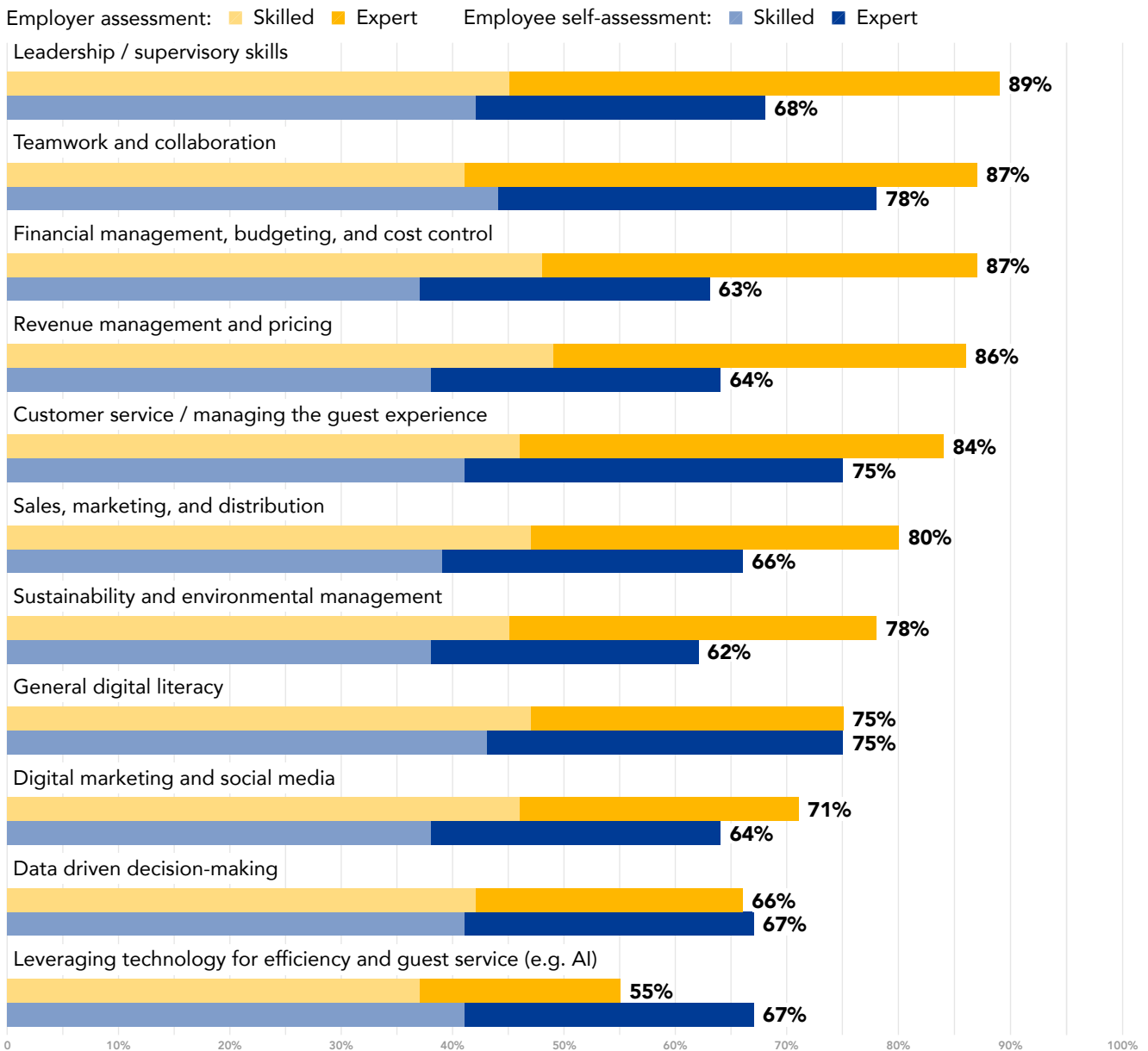
When managers assume capability is high, they may underinvest in training, misdiagnose performance issues, and roll out new systems or processes faster than teams can realistically absorb them.

Employees, meanwhile, may feel pressure to perform unfamiliar tasks or aspire to career progression without feeling adequately prepared. The result is avoidable attrition, slower adoption of productivity-enhancing tools, and a higher

risk that businesses do not realise their potential.

This gap is not primarily about motivation. Contrary to perceptions of a disengaged workforce, nearly seven in ten hospitality employees intend to build long-term careers and over 88% express willingness to participate in online training. What holds many back is the lack of clear progression pathways and targeted development, particularly for leadership roles.

**Skills proficiency of employees**



Note: Skilled = 4 out of 5 rating, Expert = 5 out of 5 rating

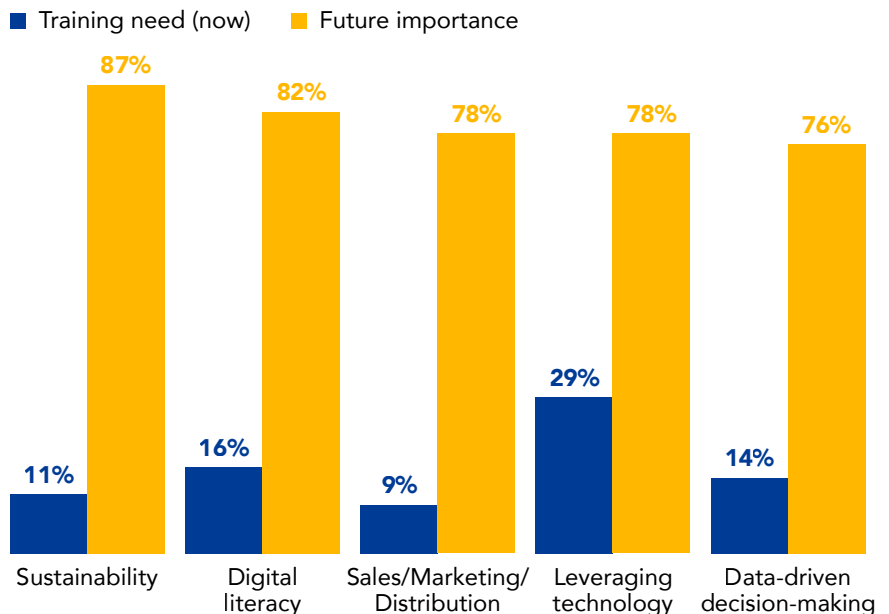
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This challenge extends beyond today's gaps to whether organisations are prioritising the skills already identified as critical for the future. The domain of sustainability, which has rapidly moved from a niche concern to a factor of differentiation in the European hospitality industry, illustrates this clearly: only 11% of employers report an immediate need for training, yet 87% expect sustainability skills to become more important for their hotel. At the same time, 65% of employees rate their skills in this area as strong.

A similar pattern appears in digital capabilities. While only 16% of employers view digital literacy as a current priority, 82% consider it critical for the future. In data-driven decision-making, just 14% see a need today, despite 76% identifying it as vital going forward and only 26% of staff reporting confidence in their current capabilities.

Considering these different vantage points, a structural misalignment becomes visible. Employers prioritise digital transformation; industry experts

### Employer-reported current training needs and future importance of selected skills



point to soft-skill deficiencies in day-to-day operations, and employees identify leadership development as their primary barrier to advancement.

These perspectives are not in competition. Rather, they reflect different entry points into the same challenge. However, when these priorities are addressed separately,

training efforts can become fragmented, limiting their impact on both performance and progression.

At their core lies a shared agenda: strengthening service quality today, building future competitiveness, and enabling meaningful career progression. Effective training models must integrate all three.



“Effective training must combine technical, social, and personal competencies.”

Source: in depth interviews conducted with local hoteliers in Austria

## Chain hotels and independents: different starting points, shared goals

Comparing chain and independent accommodations highlights structural differences rather than differences in ambition or commitment. Chain hotels are more likely to report higher levels of staff proficiency, are generally better positioned to offer financial incentives for training, and tend to feel less exposed to skills shortages. This is reflected in workforce composition: chains are more likely to employ specialised staff (86% compared to 62% among independents) and to recruit candidates who have completed certified online training.

These differences are best understood in light of the operating environment. Chains benefit from scale, centralised resources, and established internal training infrastructures, allowing them to design bespoke programmes or

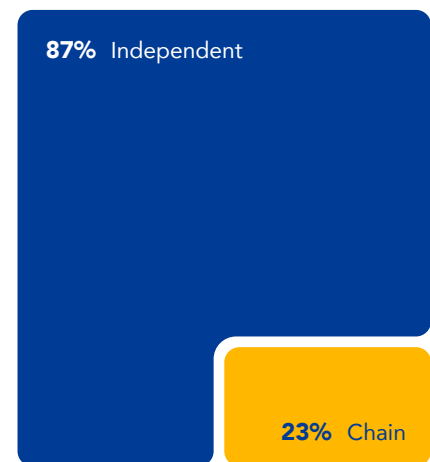
train large cohorts of employees at once. Independent accommodations, by contrast, typically operate with leaner teams, tighter margins, and limited access to formal training partnerships, even when the need for upskilling is equally pressing.

This does not suggest that independent hotels are less capable of closing skills gaps, but that they require different, more flexible pathways to do so. Online training and modular learning can serve as a shared foundation for a highly fragmented segment, lowering barriers to access and tackling operational realities head on.

This distinction matters because independents and SMEs account for 87% of Europe’s hotels, and SMEs employ roughly two-thirds of the non-

financial workforce.<sup>5</sup> In other words, the part of the sector least able to build bespoke training systems internally is also the part on which Europe’s hospitality labour market most heavily depends.

### Hotel ownership in Europe

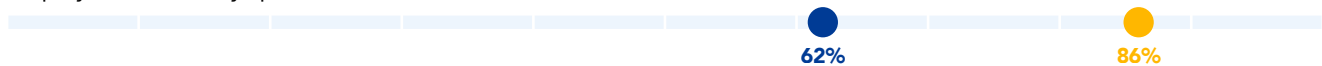


Source: EY-Parthenon

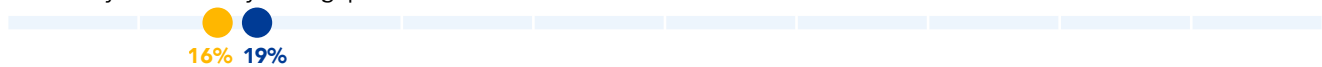
### Employer-reported workforce and training indicators by ownership type

■ Independent ■ Chain

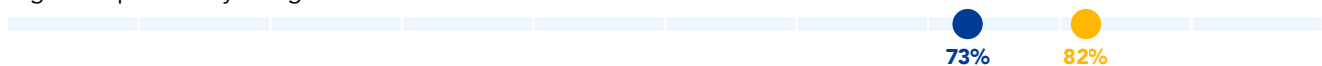
Employees are mostly specialised



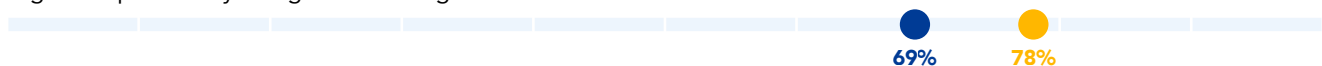
Feel “very affected” by skills gaps



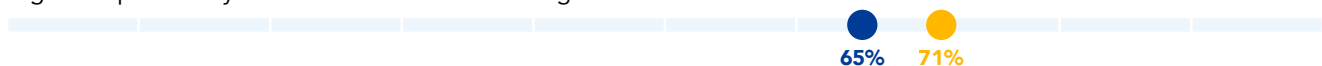
High staff proficiency in digital skills



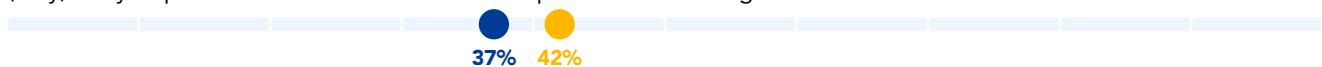
High staff proficiency in digital marketing



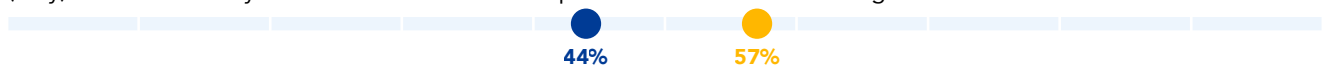
High staff proficiency in data driven decision-making



(Very) likely to provide financial incentives to complete online training



(Very) much more likely to hire candidates that completed certified online training



5. DG Grow and JRC, Annual report on European SMEs 2023/2024

## Overcoming the barriers to upskilling

Employers need to train their staff today to build the skills needed for the future, and reduce overreliance on new graduates. However, as the 2025 European Accommodation barometer shows, there are a number of barriers that prevent hotels from investing more in staff training.

The leading barrier is cost, cited by 51% of accommodations, highlighting a need for quality training programmes at an affordable rate. Difficulty integrating training with day-to-day business demands is also in the top three. This is a strong case for why more than half of accommodations prefer more cost-efficient, on-the-job training and internal training programmes.<sup>6</sup> Many hotels have historically relied on these kinds of informal learning, which works well for service routines and soft skills but is less effective when technology is changing. In areas where best practice is constantly evolving, external training support from experts in specific fields is crucial for bringing new skills into a business.

Nevertheless, if on-the-job training is preferred by many hotels, it is important to be sure that relevant staff are equipped to provide the training. Yet another barrier to investment for two in five accommodations is a 'lack of managerial capacity to organise training' (40%).

Here the bottleneck is not content, but delivery. A strategic intervention in this case could be the development of micro-credentials focused on line managers as coaches and trainers.



**“Many managers lack leadership tools, while senior staff resist digital technologies.”**

Source: in depth interviews conducted with local hoteliers in Spain.

This training should equip middle managers with the practical and organisational skills needed to embed modular learning into workflows in ways that do not disrupt service delivery, but instead align with operational rhythms and individual development needs. It should also enable manager-coaches to track employee progress effectively and provide structured feedback, helping to unlock the full potential of on-the-job learning across the sector.

This is where online training programmes can bridge the gap, bringing additional expertise into the business and supporting a train-the-trainer approach that benefits all staff. Our survey shows that this option is currently used by less than 30% of accommodations, indicating significant room for growth.

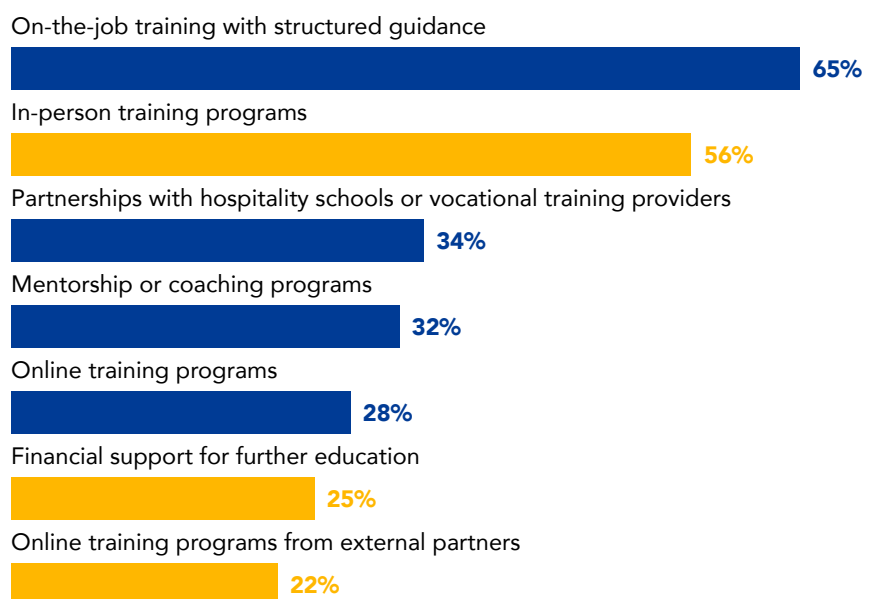


**“Foreign and seasonal workers often lack language and cultural skills – pre-season online training could bridge this.”**

Source: in depth interviews conducted with local hoteliers in Croatia.

### Employee development practices as reported by European hoteliers

■ Internal ■ External



Source: Statista & Booking.com, 2025 Accommodation Barometer

6. Statista & Booking.com, 2025 Accommodation Barometer

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High costs, operational constraints, and staff turnover are frequently cited as barriers to greater investment in training. Yet when it comes to turnover, the data suggests a more nuanced dynamic: it may be as much an outcome of underinvestment as a barrier to it. Employees with stronger leadership capabilities show significantly higher long-term

career commitment, indicating that leadership development may function as a retention lever and should not be treated as a sunk cost.

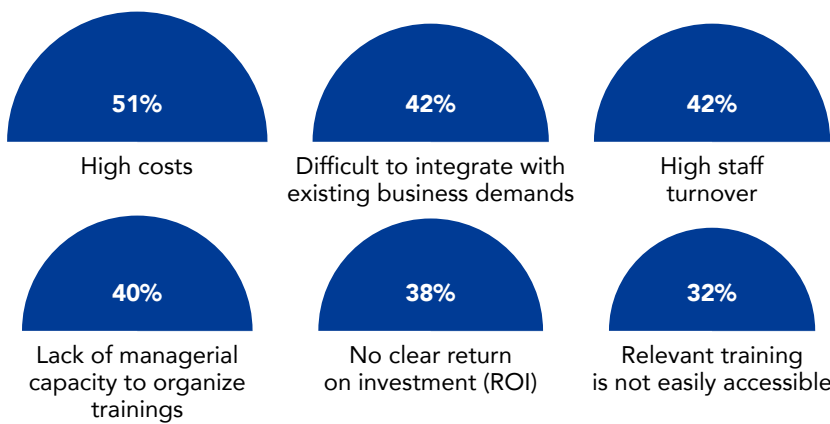
This is not to say that accommodations aren't prepared to invest in their staff. Results from the 2025 European Accommodation Barometer show that only 14% of

hoteliers say they don't invest in training. But for those that do, there is little room to increase investment. Around 65% of accommodations planned to invest the same as they have in the past compared to 12% who will invest more.

The cost burden, moreover, need not rest solely with individual businesses. In labour markets characterised by temporary contracts and cross-property mobility, portable and stackable credentials can shift the investment logic.

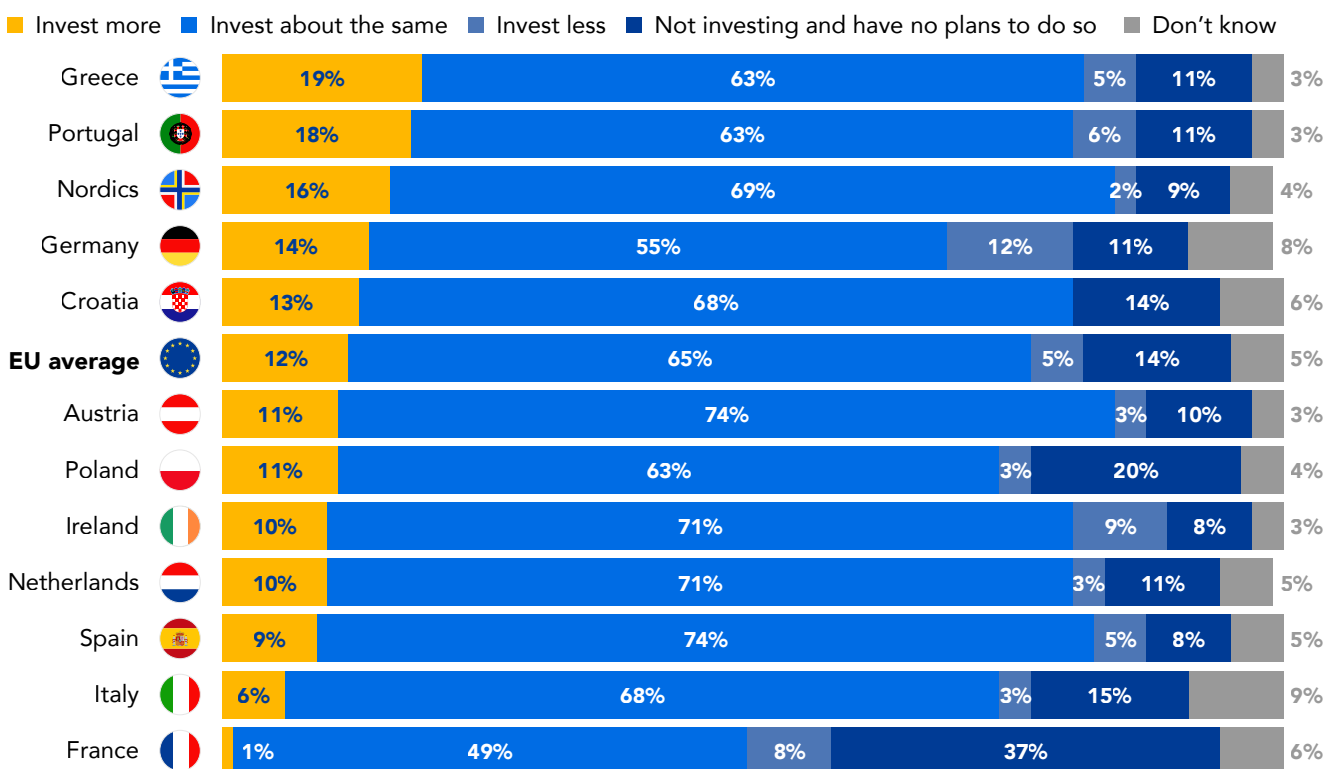
Credentials that retain value across employers reduce perceived risk for both hotels and employees, making skills accumulation more attractive even in fluid labour environments. Such an approach opens the door to shared responsibility between employers, employees, and local tourism stakeholders; while reinforcing long-term workforce stability.

**Reasons hoteliers give for not investing more in staff training**



Source: Statista & Booking.com, 2025 Accommodation Barometer

**Upskilling investment intentions of European hoteliers (in the next 6 months compared to the last 6 months)**



Source: 2025 European Accommodation Barometer



Banking district, Frankfurt, Germany

## A pyramid of durable competitiveness in Europe's accommodation industry

Europe's resilience and equity depend on a more competitive skills base, particularly in tourism. Yet the path to competitiveness is often framed narrowly. A better lens is a Maslow-style hierarchy: a pyramid that clarifies what must come first, what enables progress, and what lasting success looks like.

At the foundation are skills and access to finance. Without vocational and digital capabilities, and reliable,

affordable capital, businesses, and particularly SMEs, cannot modernise or scale. This is the groundwork on which everything else rests.

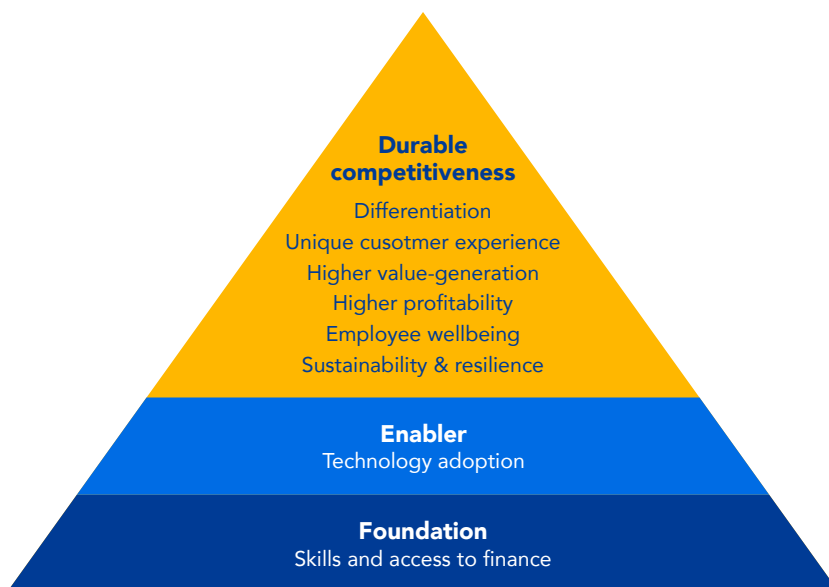
The enabler is technology adoption, which requires a workforce capable of using and adapting new tools effectively. AI and automation are not abstract innovations but practical levers for productivity, service personalisation, and cost efficiency. Importantly, they can

also level the playing field between smaller operators and larger, better-capitalised competitors.

At the apex sits durable competitiveness: sustained innovation, clear differentiation, and value creation anchored in sustainability and employee well-being. In Europe's accommodation sector and the wider experience economy, this is how firms move from surviving to thriving.

Measured performance correlations likely understate the full economic impact of skills investment. Skills influence outcomes not only directly through service quality, but indirectly through technology adoption, retention, coordination efficiency, and innovation capacity. When these multiplier effects are considered, workforce capability emerges as a core driver of competitiveness.

In short, strengthening the skills base is a blueprint for prosperity: build skills, enable tech adoption, and unlock a cycle of innovation and inclusive growth.



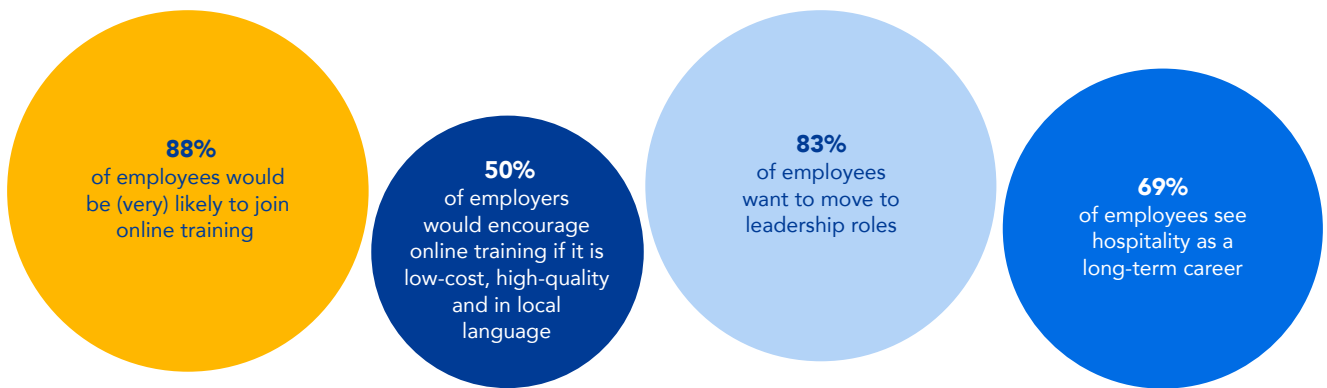
**Hospitality employees are ambitious and willing to engage**

Another key reason why 42% of accommodation businesses resist investing more in training is due to staff turnover, or the assumption that jobs in hospitality are short-term. However the results of our employee survey suggest otherwise.

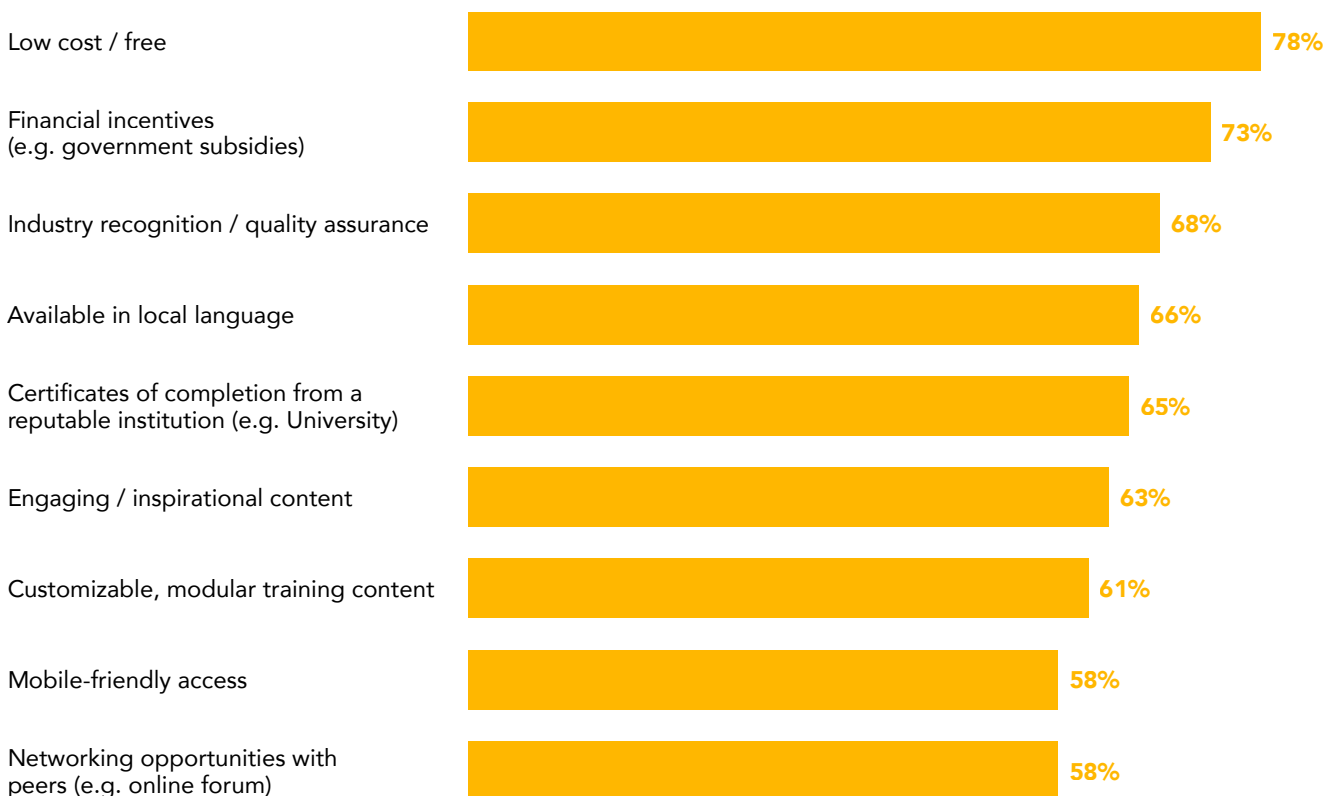
Nearly seven in ten hospitality professionals (69%) see their work as a long-term career, not just a stopover. They are ambitious too: 83% want to

move into leadership roles, suggesting that the biggest barrier is not a lack of positions or interest in pursuing a career in hospitality, but the lack of skills and progression options. Yet over a third of employees would be willing to provide staff with a financial or other incentive to complete online training. With limited options to grow professionally, employees with ambition to lead will understandably seek opportunities elsewhere.

The good news is that employers are open to adopting online training. Half would encourage staff to complete online training that is affordable, high-quality, and personalised and more than two thirds would adopt online training if it was low cost/free (78%), incentivised financially (73%) or industry recognised (68%). Employees are also willing to engage: 88% say they would likely take part in online training.



**Factors that encourage hotels to adopt online training**



## The right courses at the right time in the right way

Both sides are ready to invest their time in upskilling. Employers are willing to set aside on average 4.6h/week for employee training and the average employee is ready

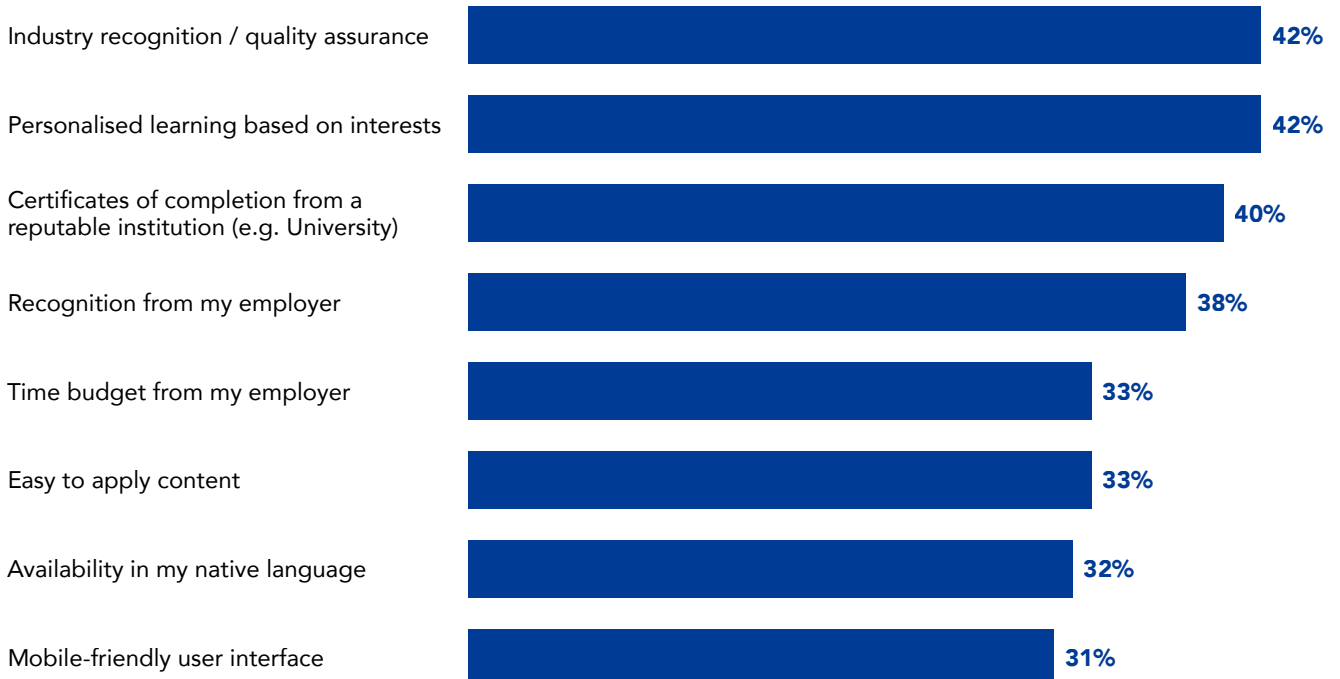
to invest 3h/week, even if no extra time is set aside for them. So there is clear common ground: employers are willing to make more time, and employees are eager to use it. But

time alone is not enough. To engage employees, proof, praise, and practice are three additional essentials that training programme developers need for a successful upskilling programme.



What really drives participation are the things employees value most. For example, 42% of employees would be incentivised by industry recognition and personalised learning based on their own interests, closely followed by recognition in the form of certificates (40%) or from their employer (38%). About a third need a dedicated time budget, another third want content that is easy to apply, and 32% point to the importance of materials in their native language. Combined with employers' willingness to allocate time, this shows a real opportunity to design programmes that are not only accessible but also motivating and rewarding for both sides.

### Incentives that would encourage employees to participate in an online training program

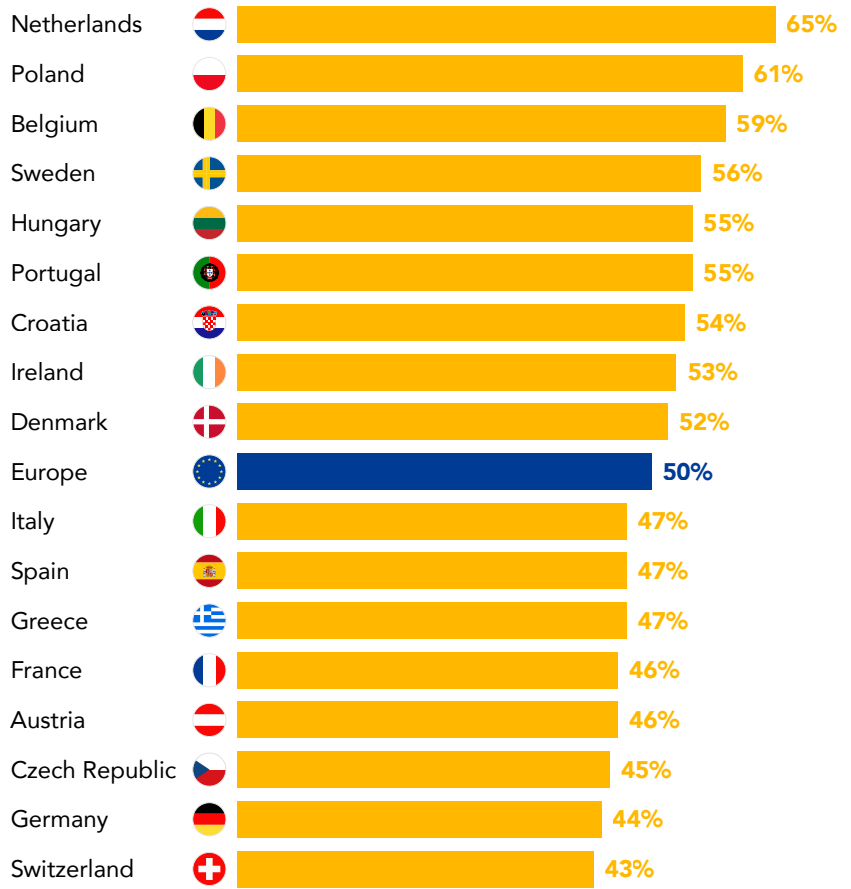


## Upskilling European hospitality is not a one-size-fits-all

We know what makes online training attractive for employees. The next question is where are employers most open to making it happen. Across Europe, readiness is mixed. In markets like the Netherlands, Poland, and Belgium readiness for engaging with online training is well above the EU average. However, in places like Switzerland, Germany, France, Spain, and Italy, fewer than half are on board. Therefore pilots should start where support is strongest, and use those success stories to inspire more cautious markets to follow.

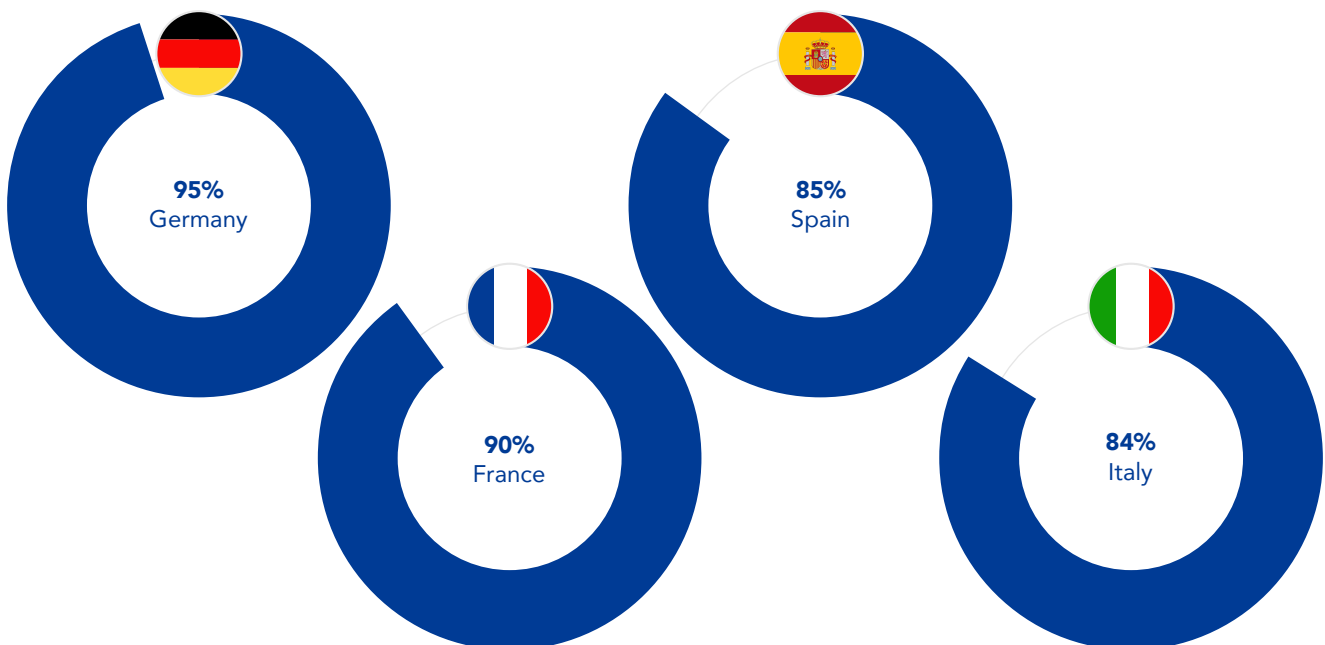
But employers are only half of this equation. In Germany, for example, employer support for online training is comparatively low, yet 95% of employees are interested in online training programmes. This opens up another approach: delivering training marketed directly to the workforce in a way that supports employees' goals and ambitions, helping to build a more skilled hospitality industry even when employer uptake is slower.

### Employer openness to encouraging online training, by country



Note: Share of respondents who answered "likely" or "very likely" to the question: If an accessible, high quality, personalized, online training program was available, how likely would you be to encourage staff to complete it?

### Share of employees likely to make use of an online training program



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What motivates employees to engage with training varies significantly by country. In Spain, credentials carry the most weight: 53% cite industry recognition as a key motivator and 48% want certificates from reputable institutions – the highest figures across all four markets.

This suggests that Spanish employees are looking for tangible proof of achievement that can advance their careers. In France and Italy, personalisation wins: nearly half of employees (47% and 46% respectively) want learning paths tailored to their interests, indicating that generic, one-size-fits-all content will struggle to gain traction in these markets.

German employees present a different profile: they are the most likely to



**“Closing the skills gap is not about more training; it’s about rethinking how training is conceived, delivered, and embedded.”**


Source: in depth interviews conducted with local hoteliers in Spain.

identify skills gaps (44%) and lack of experience (44%) as barriers to leadership, signaling a workforce that already recognises its development needs and is ready for structured, competency-building programmes.

The implication is clear: training programmes that focus narrowly on economic needs while overlooking workplace culture and behavioural factors risk low engagement,

regardless of content quality. Europe’s hospitality sector must combine digital fluency with renewed human excellence. Soft-skill deficits, leadership gaps, and uneven digital literacy coexist with structural barriers such as time constraints, high turnover, and limited training budgets.






The path forward is not either-or, but blended and layered: modular online learning to scale knowledge efficiently structured on-the-job development to embed skills in practice; and formal vocational and degree programmes to provide deeper foundations and recognised qualifications. Together, these pathways can reinforce one another, allowing businesses to build capability without disrupting service delivery.



**“There is a need to develop a commercial mindset and digital literacy to leverage data.”**

Source: in depth interviews conducted with local hoteliers in Switzerland

**Challenges in pursuing a leadership role**

	 <b>Average</b>	 <b>Germany</b>	 <b>France</b>	 <b>Italy</b>	 <b>Spain</b>
Competition for leadership roles	41%	42%	43%	37%	44%
Lack of sufficient experience	39%	44%	36%	42%	34%
Lack of relevant skills	36%	44%	41%	37%	24%
Lack of available position(s)	33%	40%	41%	25%	37%
I do not face any challenges.*	8%	5%	10%	9%	8%

\* Exclusive answer

## Conclusion

Hospitality in Europe does not lack ambition. It lacks the ability to translate that ambition into the skills and capabilities needed for performance and career advancement.

Employees are committed to long-term careers and leadership roles, yet face barriers in building the skills required to advance, while employers often perceive skills levels as sufficient and the impact of shortages as limited. This misalignment means that the areas where skills are most needed are not always those prioritised in training.

The challenge is therefore not only the availability of skills, but how they are developed, prioritised, and applied in practice. Training needs to be practical, accessible, and reflect

operational needs, so that employees can build skills and move into more advanced roles. Only then can ambition translate into capability and performance across the sector.



## Methodology

Both hotel employees and employers were surveyed for this study along with supplemental data from the 2025 European Accommodation Barometer , European Commission, Hotrec, World Economic Forum, EY-Parthenon, DG Grow and JRC.

### Employee Survey

Computer assisted Web interview; n = 798 Employees from Germany, France, Italy and Spain working in hotels or similar accommodations within the hospitality industry;  
From 20.06.2025 to 01.08.2025

### Employer Survey

Computer assisted telephone interview;  
n = 4,110 Executives/Managers in the European accommodation industry (22 countries);  
From 02.06.2025 to 26.08.2025

### Qualitative Interview Study

The qualitative interview study conducted 194+ in-depth conversations with industry experts across eight countries (Netherlands, Germany, Spain, Italy, France, Switzerland, Austria, Croatia, Greece), exploring organizational challenges, training effectiveness, and workforce dynamics through rich contextual understanding. From 01.06.2025 to 20.10.2025

## Hospitality skills snapshot: Germany

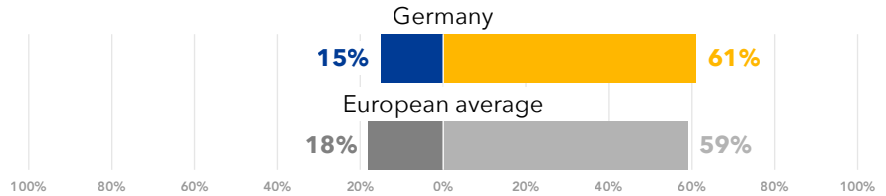
**1.56 million**

people in Germany work in accommodation and food services

Source: Eurostat (2024)

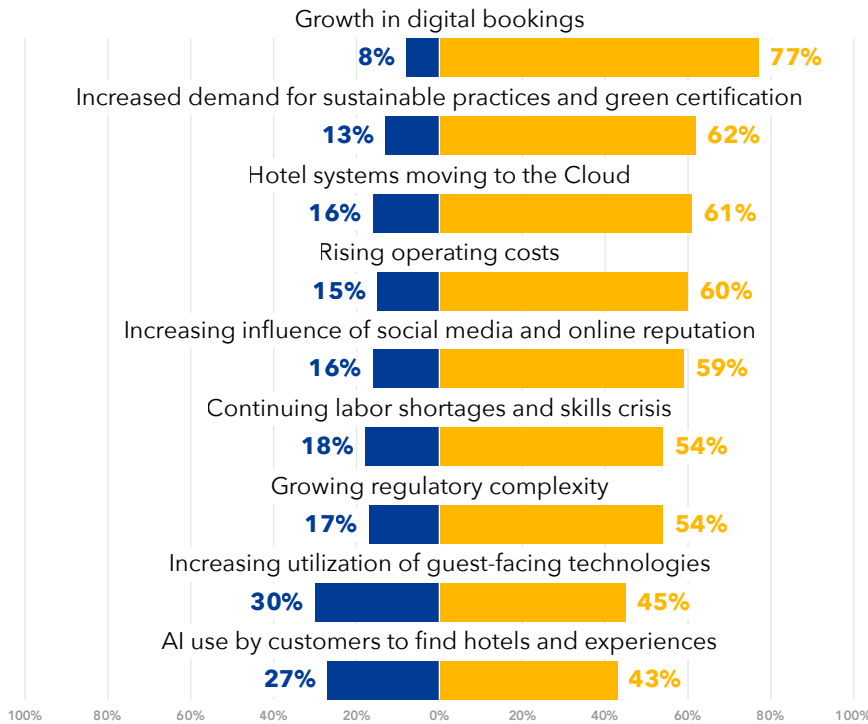
### How hotels perceive the negative affect from skills gaps on their business

■ (Very) much    ■ Not (at all)



### Hotel preparedness for emerging trends

■ Not prepared (at all)    ■ (Well) prepared



#### Digital literacy

Highest self-rated employee proficiency (**87% skilled or expert level**)



#### Sustainability management and customer service

Lowest self-rated employee proficiency (**79% skilled or expert level**)



#### Leveraging Tech for efficiency and guest service

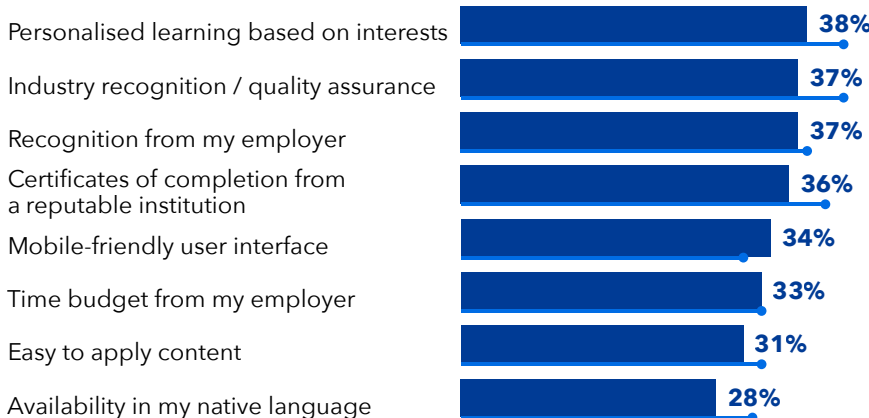
Leading skill to be prioritised for training by employers (**28%**)

**86%**

of German accommodation employees see a long-term career in the industry

### Employee motivators for participating in online training

■ Germany    ● European average



## Hospitality skills snapshot: France

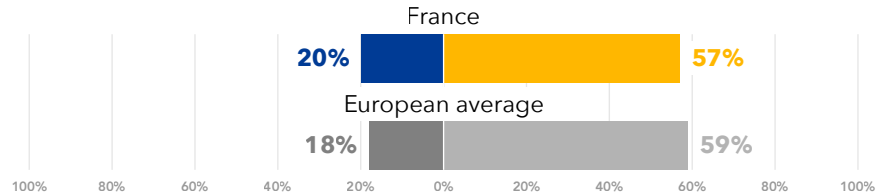
**1.42 million**

people in France work in accommodation and food services

Source: Eurostat

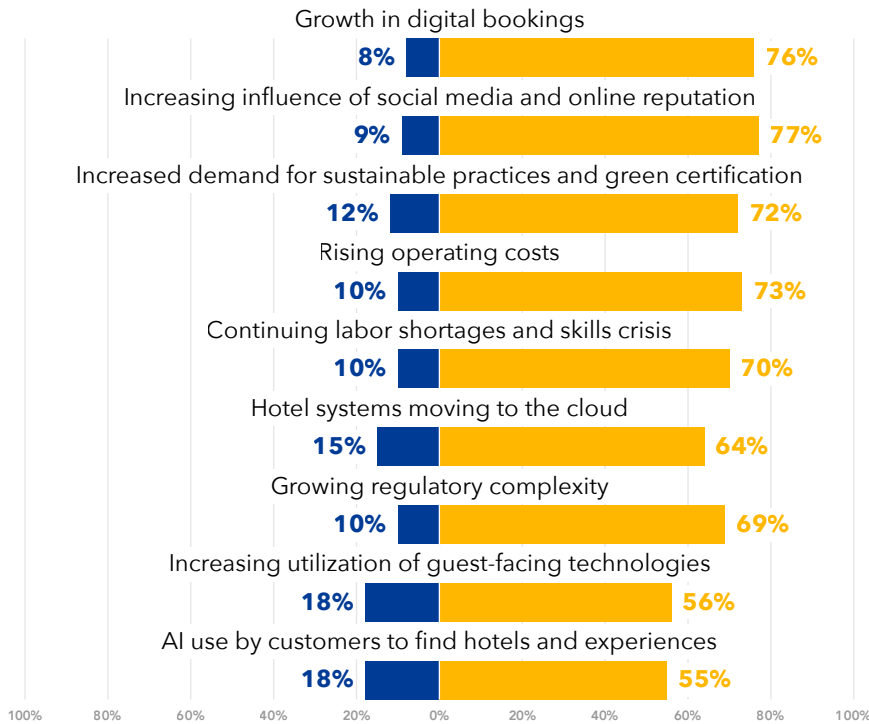
### How hotels perceive the negative affect from skills gaps on their business

■ (Very) much   ■ Not (at all)



### Hotel preparedness for emerging trends

■ Not prepared (at all)   ■ (Well) prepared



### Teamwork and collaboration

Highest self-rated employee proficiency (74% skilled or expert level)



### Sustainability management

Lowest self-rated employee proficiency (49% skilled or expert level)

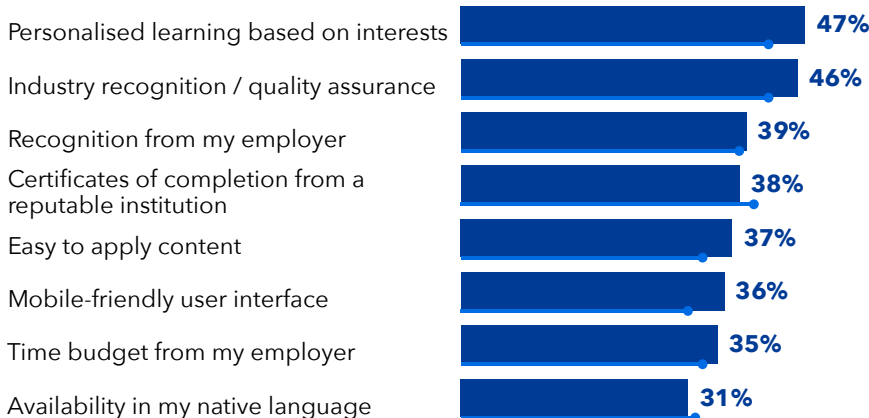


### Leveraging Tech for efficiency and guest service

Leading skill to be prioritised for training by employers (25%)

### Employee motivators for participating in online training

■ France   ● European average



**81%**

of French accommodation employees see a long-term career in the industry

## Hospitality skills snapshot: Italy

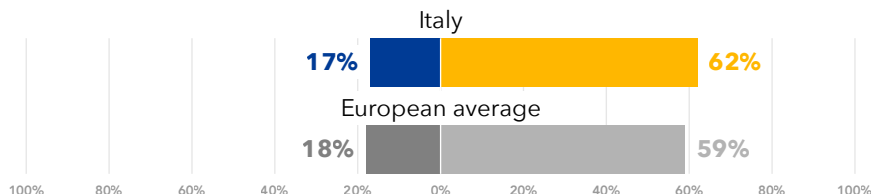
**1.54 million**

people in Italy work in accommodation and food services

Source: Eurostat (2024)

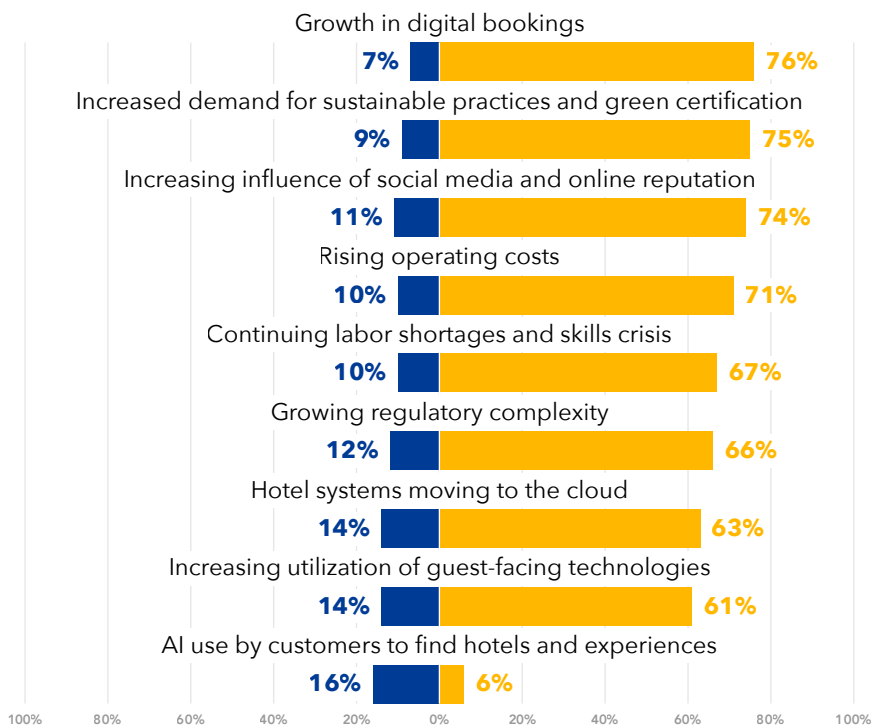
### How hotels perceive the negative affect from skills gaps on their business

■ (Very) much    ■ Not (at all)



### Hotel preparedness for emerging trends

■ Not prepared (at all)    ■ (Well) prepared



#### Digital literacy

Highest self-rated employee proficiency (**78% skilled or expert level**)



#### Digital marketing and social media

Lowest self-rated employee proficiency (**62% skilled or expert level**)

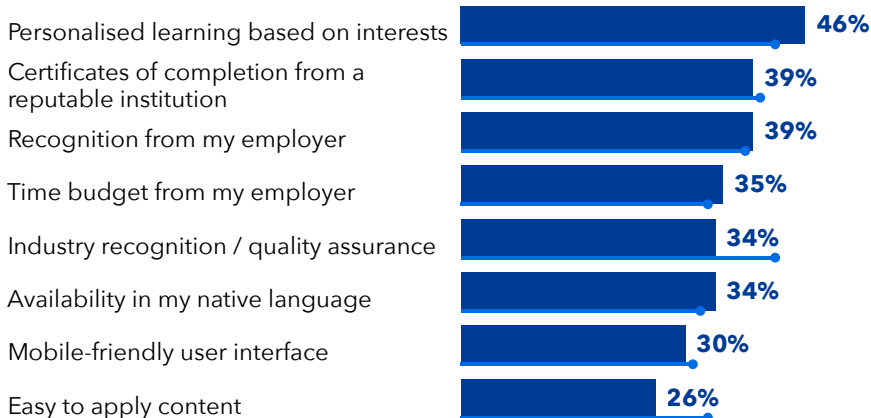


#### Leveraging Tech for efficiency and guest service

Leading skill to be prioritised for training by employers (**29%**)

### Employee motivators for participating in online training

■ Italy    ● European average



**72%**

of Italian accommodation employees see a long-term career in the industry

## Hospitality skills snapshot: Spain

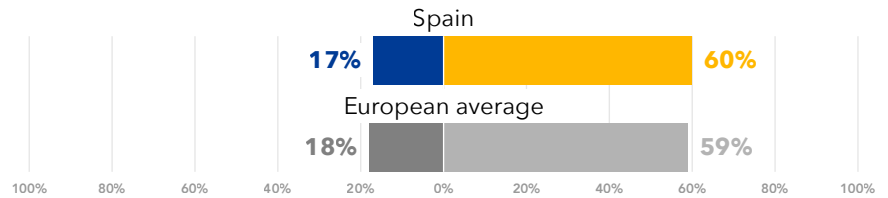
**1.85 million**

people in Spain work in accommodation and food services

Source: Eurostat

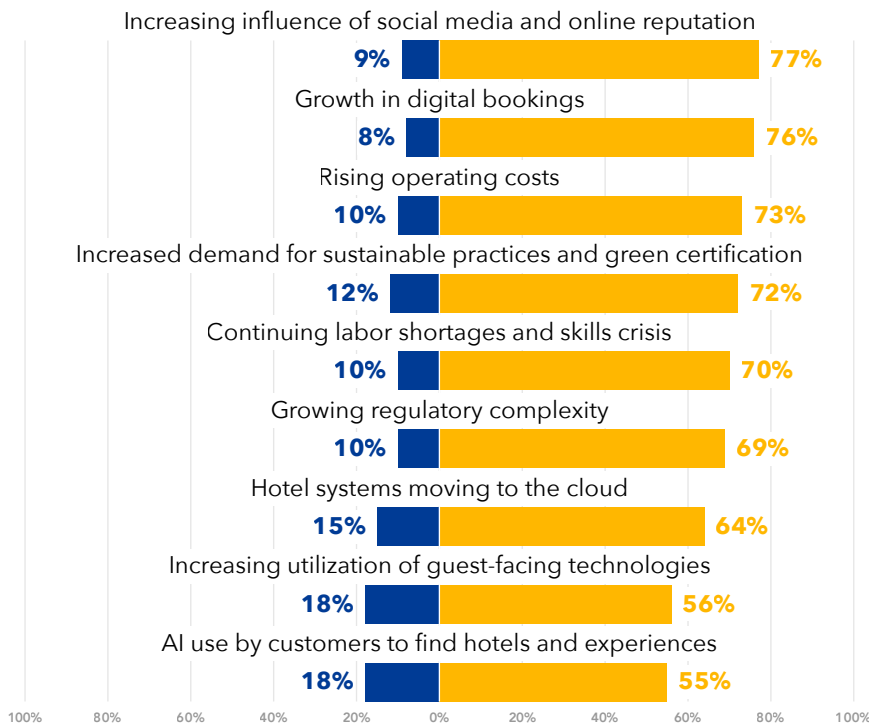
### How hotels perceive the negative affect from skills gaps on their business

■ (Very) much ■ Not (at all)



### Hotel preparedness for emerging trends

■ Not prepared (at all) ■ (Well) prepared



### Verbal communication skills

Highest self-rated employee proficiency (82% skilled or expert level)



### Sales and financial management

Lowest self-rated employee proficiency (49% skilled or expert level)

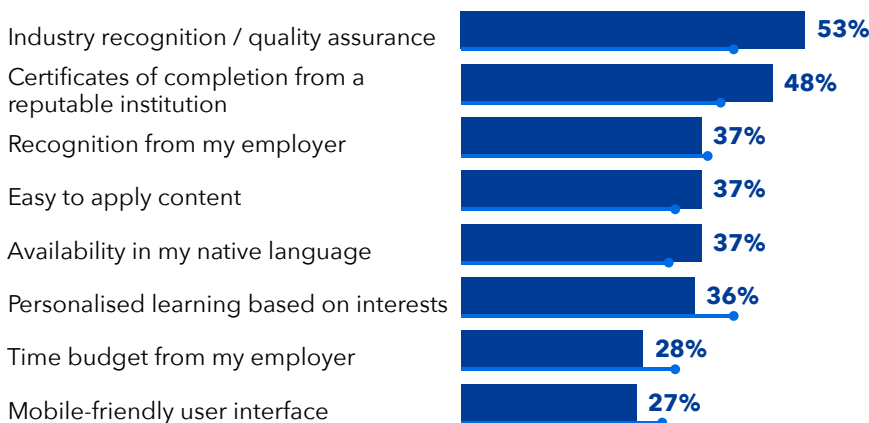


### Leveraging Tech for efficiency and guest service

Leading skill to be prioritised for training by employers (30%)

### Employee motivators for participating in online training

■ Spain ● European average



**54%**

of Spanish accommodation employees see a long-term career in the industry

**Booking.com**

**statista** 