THE BICESTER COLLECTION

WORLD TRAVEL & TOURISM COUNCIL

ECPAT INTERNATIONAL

OFFICE OF THE SPECIAL REPRESENTATIVE OF THE SECRETARY-GENERAL ON VIOLENCE AGAINST CHILDREN

UNLOCK FUTURES

Protecting Children in Travel, Leisure and Entertainment



Street art by TV Boy
La Roca Village

Sustainability *must include* Child Protection.

Our industry's commitment contributes to UN Sustainable Development Goal 16.2, which aims to end abuse, exploitation, trafficking and all forms of violence against children by 2030.

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Protecting Children in Travel, Leisure and Entertainment

We believe no child should ever be at risk of violence or exploitation. As leaders in Travel, Leisure and Entertainment, we recognise our unique power – and responsibility – to turn that belief into action.

Ours is an industry that connects people, drives progress, and uplifts communities worldwide. We commit to taking meaningful steps to protect children – through the decisions we make, the destinations we shape, and the culture we foster, ensuring no child is left behind.

This is our commitment to #DOGOOD and a call to ACT. NOW.

A SHARED PROMISE BY THE INDUSTRY TO THE INDUSTRY

Foreword

Travel, leisure and entertainment connect people, uplift communities and create joy at scale. It also creates risk. The same scale that makes this industry remarkable – the reach, the anonymity, the volume of people moving through these spaces every day – makes it attractive to those who seek to harm children.

Every year **one billion children** experience violence. Violence takes many forms including ***grooming, exploitation, trafficking, forced labour, financial extortion and recruitment into organised crime.*** It happens in homes, in communities, and increasingly through the platforms and spaces our industry operates. Almost one third of humanity is under 18, and this industry intersects with their lives every day.

That is why we came together – The United Nations Special Representative of the Secretary-General on Violence Against Children, ECPAT International, the World Travel & Tourism Council and The Bicester Collection – united by one conviction: that the travel, leisure and entertainment industry has the influence, the relationships and the responsibility to make child protection a non-negotiable standard.

We surveyed more than 50 organisations and interviewed a dozen more. Businesses with a combined verified annual reach of nearly one billion people through hotel stays, airline journeys, gaming platforms, retail destinations and live entertainment venues, across more than 110 countries.

70% say they are actively addressing child protection. Only 40% have formal policies in place.

The gap between awareness and action is where children remain at risk. That gap is what this action paper exists to close.

We believe this industry can lead before it's required to follow. Not because regulation is coming, though it is. Not because investors are watching, though they are. But because children protection is not a compliance matter. It's about who we are and what we stand for.

The question is not whether this will affect your business. It's whether you will be ready.

This paper gives you three moves: **CARE. ACT. SCALE.**

Care means making someone accountable. Act means understanding your risks and building the systems to address them. Scale means extending those protections beyond your own walls. These are practical steps that are already working across this sector and they all begin with a decision made by someone at the top.

Protecting children is not separate from building a sustainable business. It's the foundation of one – and one decision today can change the future of a child and define the legacy of the industry.

Desirée

Desirée Bollier
Chair and Global Chief Merchant, The Bicester Collection

Gloria

Gloria Guevara Manzo
President and CEO, World Travel and Tourism Council

Najat

Dr. Najat Maalla M'jid
The United Nations Special Representative of the Secretary-General on Violence Against Children

Guillaume

Guillaume Landry
Executive Director, ECPAT International

An alliance to #DOGOOD

THE BICESTER COLLECTION

The Bicester Collection is a family of 12 luxury shopping destinations in Europe, China and North America.

Through its DO GOOD philanthropic programme, The Bicester Collection aims to drive sustainable social change in support of the United Nations Sustainable Development Goals, with a focus on unlocking futures for women and children, locally and globally.

WORLD TRAVEL & TOURISM COUNCIL

The WTTC represents the global private sector in travel and tourism, bringing together over 200 CEOs, Chairpersons and Presidents from across hotels, aviation, cruise, destinations, technology, retail and related services.

Its work helps the industry speak with one voice on the issues that shape responsible growth.

ECPAT INTERNATIONAL

ECPAT International is a global network of Civil Society Organisations working to end the sexual exploitation of children. ECPAT engages with the private sector to identify, address, mitigate and prevent risks to children. ECPAT also works with governments, international bodies, communities and children.

ECPAT International, with its members, has deep expertise and the framework of The Code, which guides businesses to prevent and respond to sexual exploitation of children across their operations and value chains.

OFFICE OF THE SPECIAL REPRESENTATIVE OF THE SECRETARY-GENERAL ON VIOLENCE AGAINST CHILDREN

The UN Special Representative of the Secretary-General on Violence against Children is a global independent advocate for the prevention and elimination of all forms of violence against children.

The Special Representative acts as a bridge builder, working with all key stakeholders across all regions to maintain momentum around this agenda.

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For this Action Paper, violence against children in travel, leisure and entertainment refers to all acts or omissions that cause or are likely to cause physical, sexual, emotional or psychological harm, abuse or exploitation of any person under the age of 18. This includes assault, trafficking, sexual exploitation, grooming, sextortion, online bullying and child labour, committed by or witnessed by industry workers or consumers.

The examples and case studies included in this report are presented for learning and illustrative purposes only, to highlight practices that may contribute to the protection and well-being of children. References to specific companies, organisations, products or services do not imply endorsement, recommendation or preferential treatment by the United Nations and ECPAT International, and do not constitute an assessment of the overall performance of the entities concerned.

"It's not about perfection. The subject is daunting. The subject is heartbreaking. But it cannot be ignored.

There is zero competition when it comes to child protection. We should be sharing best practices and successes with each other and going faster together."

Desirée Bollier
Chair and Global Chief Merchant,
The Bicester Collection

EXECUTIVE SUMMARY

THE RISKS INSIDE YOUR BUSINESS

Hotels & Accommodation

Check-in patterns, cash payments, extended Do Not Disturb (DND) signs, housekeeping observations. The majority of trafficking survivors report having come into contact with a hotel or transport employee during their trafficking. Short-term rentals and franchises are harder to oversee.

Air Travel, Cruise & Transportation

Trafficking and child exploitation cases on airplanes, cruises, taxis, trains and buses are documented across multiple jurisdictions. Transit hubs, high-turnover crew and the lack of unaccompanied minor protocols are consistent vulnerabilities across the sector globally.

Leisure & Entertainment

Major events may create spikes in child exploitation risk. Temporary staff, high footfall and informal local operators create conditions that are difficult to monitor. Fan zones and nightlife areas around events are high-risk environments.

Gaming & Digital Platforms

Adults seeking to exploit children can initiate contact within seconds of connection in online gaming environments. Tens of millions of suspected child exploitation reports are filed with authorities globally each year. In-game payments, voice chat and gift systems are primary access points.

Payments & Financial Services

Payment networks have been named in whistleblower complaints for processing proceeds from child sexual abuse material. Retail and concierge services in high-footfall tourism environments face the same exposure as hotels. Any business that moves money, hosts guests or operates where children are present is part of the same ecosystem of risk.

Tour Operators

Unregulated voluntourism and orphanage tourism give individuals with harmful intent access to vulnerable children. The number of orphanages in high-tourism destinations has grown in direct correlation with tourist demand. Unvetted local guides, excursion operators and child labour in destinations' supply chains are documented risks.

WHAT THE SURVEY DATA SHOWS

70%

of businesses surveyed report child protection as a priority.

40%

of businesses surveyed have formal policies and procedures in place.

<1/10

businesses surveyed consult children when designing child protection policies.

WHAT THE SURVEY DATA SAYS

The risk is operational

Every business interviewed had encountered a suspicious situation or a real incident. Those who were prepared shared the same starting point: a senior decision to act, a named person empowered to lead, a technical partner to map the risk, and a plan to address what they found.

Leadership and training transform culture

Leading businesses in our sector have trained tens of thousands of staff – across hotels, casinos and airlines, in multiple languages. In every case, leaders report the same finding: staff experience this not as compliance but as purpose.

Technology is moving faster than policy

Leading businesses are deploying technology to detect, prevent and respond to child exploitation across their operations – from filtering systems and AI-assisted monitoring to direct victim reporting tools available in multiple languages.

Franchised and contracted operations are the biggest gap

Most businesses have policies for owned operations. Few have extended to franchisees, contractors and local operators – who carry identical reputational and legal risk. This is where sector exposure is least managed.

The infrastructure already exists. Use it

ECPAT International and expert associations can provide the relevant expertise and training. Leading businesses in our sector are already sharing their protocols and best practices with peers. The barrier is not budget. It is the decision to start and where to start.

Progress, not perfection

No business has this fully solved – and the risks will continue to evolve. What matters is whether your business has the capacity to see risk earlier and report candidly and efficiently.

ACTIONS YOU CAN TAKE

01. CARE
Make someone accountable.

- **Nominate a qualified senior lead** with a direct mandate and a reporting line to the CEO or board.
- **Brief your operational leaders** – everyone needs to know who is accountable and what the protocol is.
- **Put it on the board agenda**. A clear message changes what happens throughout the organisation.

02. ACT
Build the basics. Map your risks.

- **Commission a risk assessment and due diligence with a technical partner.** Map where children are present across your operations and suppliers and where the gaps are. ECPAT International and specialist consultancies can support this.
- **Speak directly with the leaders of your most vulnerable operational areas**. Ask them to build a plan – policy and procedure first, then training.
- **Train your staff** to recognise the signs and know exactly what to do. Online or in-person training is available through ECPAT International and PACT USA – most effective when policy and procedure are already in place.
- **Build one reporting channel:** a QR code, a dedicated phone number or a secure software channel. Staff and guests need to know where to go when they see something that needs to be reported.
- **Engage your customers.** Consider how your communications, signage and digital channels can make child protection communication/messages visible both as a deterrent and as an invitation to report.
- **Review your digital infrastructure:** your booking platforms, payment channels and connectivity systems. Understand how they could be misused.
- **Report to your board.** Measure what matters: staff trained, reports received, policies implemented.

03. SCALE
Make it sustainable.

- **Use the data to improve** your protocols and procedures continuously.
- **Build alliances** with industry peers, associations and expert organisations to learn, benchmark and act together. Peer exchange accelerates progress faster than anything else.
- **Find partners where you need specialist expertise:** survivor organisations, law enforcement, specialist NGOs.
- **Extend your standards to your operators & contractors.** Guidance exists on how to do this without restructuring procurement. It's a collaborative approach, not a compliance audit.

[1] NCMEC CyberTipline 2025
[2] Op Makesafe 2026 intelligence report
[3] Missingkids.org

THIS IS HAPPENING NOW

21.3 MILLION

reports of suspected child sexual exploitation were received by the US National Centre for Missing & Exploited Children in 2025 – **a rise of more than 300%** in four years.[1]

MORE THAN 1,000

reports of child sexual exploitation in hotels were made to police in England and Wales in just three years. Almost half began with children being contacted via online platforms.[2]

64

children at risk of sex trafficking were recovered during operations around the 2026 FIFA World Cup.[3]

Why this belongs on every CEO's agenda



100 senior leaders embrace the Shared Promise , WTTC Global Summit, Rome, 2025

Child protection is not a peripheral concern for our industry. It sits at the intersection of legal liability, investor expectation, brand reputation and leadership integrity. The businesses that understand this earliest will be best placed to act – and to lead.

1. Legal exposure is rising

Governments are tightening rules on child protection and corporate due diligence. There is no policy that can increasingly be seen as negligence. The question regulators and courts are beginning to ask is not whether harm occurred on your platform or in your property – but whether you took reasonable steps to prevent and respond to it.

2. Investors and regulators are watching

Human rights risk is moving firmly into corporate reporting and governance. Through the Corporate Sustainability Reporting Directive (CSRD) and the phased introduction of the Corporate Sustainability Due Diligence Directive (CSDD) from 2027,[1] child protection is no longer peripheral to ESG – it's a core element of it. The direction is clear: businesses will be expected to show they understand the risks and are acting on them.

3. Reputation is a business asset

How a business acts on child protection directly affects guest trust, brand loyalty and long-term value. Child protection is more than reputationally risky. Today, leadership on this issue is a mark of integrity. Silence is no longer neutral.

4. Leaders can get ahead

More than 100 senior leaders signed the Shared Promise in Rome in 2025.[2] They understood what the strongest businesses already know: child protection is not separate from building a sustainable business. There can be no sustainability without it.

[1] European Commission – Corporate Sustainability Reporting Directive (CSRD) and Corporate Sustainability Due Diligence Directive (CSDD)
[2] WTTC Global Summit, Rome, October 2025

THE COST OF INACTION

The legal and financial consequences were significant. The reputational damage, lasting.

Paxful Holdings
Online virtual currency trading platform

Fined US $4 million by the US Department of Justice in 2026 for allowing its platform to be used for illicit transactions involving the distribution of child sexual abuse material. The DOJ determined the appropriate fine would have been US $112.5 million – but Paxful could not pay it.[1]

Westpac
One of Australia's largest banks

Faced a civil penalty of AUS $1.3 billion for failing to identify, monitor and report banking transaction patterns linked to child exploitation for funds it routed to Southeast Asia.[2]

Epic Games – Fortnite
Global video game developer and publisher

Required by the US Federal Trade Commission to pay US $520 million, comprising $275 million in civil penalties and $245 million in consumer refunds, for violating children's privacy by collecting personal information without parental consent and enabling voice and text communications with minors by default.[3]

Deutsche Bank
Global investment bank

Fined US $150 million by the New York State Department of Financial Services for failing to monitor account activity consistent with child exploitation typologies, despite being aware of the account holder's known criminal history (Jeffrey Epstein). The penalty formed part of a formal consent order.[5]

Meta
Global social media and technology company

Ordered by a New Mexico court in 2026 to pay US $942 million, including $375 million in civil penalties, for misleading consumers about the safety of its platforms and endangering children. The Attorney General stated: "No company is beyond the reach of the law."[5]

[1] US Department of Justice / Internal Revenue Service, 2026
[2] ABC News – Westpac settles AUSTRAC money laundering case, September 2020
[3] Federal Trade Commission press release, December 2022
[4] New York State Department of Financial Services press release, July 2020
[5] New Mexico Department of Justice press release, 2026

WHAT THE SURVEY DATA SHOWS

We surveyed more than 50 organisations and interviewed a dozen more headquartered in 25 countries – speaking with business leaders and child protection experts.

These findings reflect some of the most engaged businesses in the sector. The real picture across the industry is almost certainly less advanced.



World Connect charity

THE RISK IS OPERATIONAL

70%

of businesses say their industry is aware of the need to protect children.

Those who were prepared shared the same starting point: a senior decision to act, a named person empowered to lead, a technical partner to map the risk and a plan to address what they found.

AWARENESS IS NOT ENOUGH

40%

have formal policies and procedures in place.

Knowing the risk exists and building the systems to address it are two very different things.

LEADERSHIP AND TRAINING TRANSFORM CULTURE

20%

have achieved their own child protection goals.

Leading businesses in our sector have trained thousands of staff – who experience this not as compliance but as purpose.

TECHNOLOGY: A POWERFUL ALLY IN CHILD PROTECTION

40%

are already using technology for child protection, including victim-focused reporting tools.

Leading businesses are deploying filtering systems and AI-assisted monitoring.

PROGRESS, NOT PERFECTION

48%

say the biggest challenge is lack of expertise not lack of will.

No business has this fully solved. What matters is whether yours has the infrastructure to see risk earlier and report candidly.

FRANCHISED AND CONTRACTED OPERATIONS: BIGGEST GAP

2 in 3

are collaborating with peers or partners outside their industry.

Most businesses have policies for owned operations. Few have extended to franchisees and contractors – who carry identical reputational and legal risk.

INFRASTRUCTURE ALREADY EXISTS. USE IT

58%

lack the internal expertise to know how to take action.

The barrier is not budget. It's the decision to start – and knowing where.

SUPPLIER OVERSIGHT IS LOW

30%

do not check suppliers' child protection standards at all.

Leading businesses set policy expectations, sign agreements and follow up on areas of high risk.

STEPS TO TAKE



CARE
ACT
SCALE

“Protecting children from trafficking and exploitation in tourism means more than prevention.

It means building the systems to report it, the pathways to rescue, and the support to heal. Because the work doesn’t end when you find them.”

Gloria Guevara Manzo
President and CEO,
World Travel and Tourism Council

CARE

MAKE SOMEONE ACCOUNTABLE. TODAY.

ACTION 1

Name one person and make them accountable today – not a committee. Give them the authority to enlist and coordinate others across HR, Security, Legal, Sustainability and beyond. Support them to identify and engage an expert partner who knows child protection in your industry.

ACTION 2

Brief your leadership team. Everyone needs to know who is accountable, what the protocol is, and where to report if something feels wrong. This is not a one-time briefing – it should be part of how your organisation operates.

ACTION 3

Have your appointed lead work with an expert partner to identify and risk assess the greatest vulnerabilities in your value chain – often the highest-footfall touchpoints with children. The cost of engaging a non-profit organisation's expertise is often simply a modest donation. There are a range of non-profit organisations with expertise that can help you deliver this in a sustainable way.

SUPPORT

ECPAT International

ECPAT International, through its global network of civil society organisations, can support businesses in their due diligence processes to identify, prevent and address the risks of sexual exploitation of children. The Code supports more than 400 businesses, with membership fees designed to reflect different business realities, from small operators to large companies.

www.ecpat.org

Tech Coalition

The Tech Coalition supports more than 60 technology companies with advisory services, research, tools and peer learning to combat online child sexual exploitation and abuse. Its intelligence-sharing programme, Lantern, helps companies identify cross-platform threats, while its free Pathways program extends practical child safety support beyond membership.

www.technologycoalition.org

"When I presented to our senior leadership on the opportunity to protect children, they said this issue matters a lot for us and we want you to do things that are innovative and different. There was no hard sell."

Paul Pellizzari
VP of Global Social Responsibility,
Hard Rock International



Street art by TV Boy
La Roca Village

ACT

BUILD THE BASICS. MAP YOUR RISK.

ACTION 1

Empower the leaders of the three most vulnerable areas of your business by asking them to build a plan, starting with a review of policy and procedure, then training. Culture around child protection does not happen by accident. It's built deliberately, from the top.

ACTION 2

Your risk assessment will show you where to focus. That may mean drafting a child protection policy, introducing mandatory reporting of suspicious incidents, reviewing supplier relationships, updating background check procedures, or training customer-facing staff to recognise signs of exploitation. Substantial training is already available through partners like ECPAT International.

ACTION 3

Train your staff to recognise the signs and know what to do. Staff are your most important line of awareness – but only if they feel safe and equipped to act. Training should cover real indicators of risk, clear escalation routes and how to respond calmly without putting a child or colleague in danger. Online and in-person training is available through partners like ECPAT International and is most effective when policy and procedure are already in place.

ACTION 4

Build one reporting channel – a QR code, a dedicated phone number or a secure software channel. Make it visible. Make it simple. Staff and guests need to know exactly where to go when something feels wrong. The businesses with the strongest reporting cultures are those that made it easy, not those that made it mandatory. Hard Rock International's discreet QR code has generated more than 200 reports – the majority from victims themselves.

ACTION 5

Review your digital infrastructure: your booking platforms, payment channels, connectivity systems and guest-facing technology. Understand how each one could be misused and by whom. Online platforms, AI tools, payments and messaging systems can all be exploited by those seeking to harm children. The same tools, redesigned with protection in mind, can also help you detect risk earlier and respond faster.

ACTION 6

Report to your board. Measure what matters: staff trained, reports received, incidents escalated, policies implemented and reviewed. A child protection commitment that never reaches the board agenda will not survive the first leadership change. Make it a standing item. What gets measured gets done and what gets reported gets resourced.

"Protecting children is not only a responsibility, it is a shared commitment across our entire ecosystem. Our ambition is clear: to ensure that every Accor hotel is a place where children are safe, respected and protected."

Sebastian Bazin
CEO, Accor

SHOULD WE COMMUNICATE ABOUT THIS WITH OUR GUESTS?

Many businesses hesitate. The evidence says they should reconsider.
These companies found that guests and victims were ready to respond.

Hard Rock International
Global hotel and casino group

Placed a discreet QR code front-of-house in casinos and hotels to report concerns. It generated more than 200 reports – the majority from victims themselves. Hard Rock also operates a 24/7 trafficking hotline.

TUI UK
World's largest tourism and travel company

Requires convicted sex offenders meeting certain criteria to disclose their status upon booking, with trips cancelled accordingly. Although it relies on self-disclosure, the measure likely deters offenders from booking at all.

Burger King UK
Quick-service restaurant, partnering with STOP THE TRAFFIK and UK YOUTH

Seeing its popularity with young people as a chance to intervene against trafficking and forced criminality, delivered social media ads in hotspots where risk was most acute. Reached 383,688 young people and drove 18,598 visits to safety advice and support.

Volaris
Mexico's leading ultra low-cost carrier

Engaged passengers directly through its Ojos en el Cielo (Eyes in the Sky) campaign, turning flight crews and travellers into a frontline awareness network.

WE DON'T OWN ALL OUR PROPERTIES. HOW DO WE PROTECT CHILDREN ACROSS A FRANCHISED OR DISTRIBUTED MODEL?

These models test whether a brand's values can travel as far as its name.
The public's trust sits with the brand. The daily decisions often sit with someone else.
That gap is where risk lives.

Accor
International hotel brand with 5,800 hotels including a large, franchised operation

Building on the insights from a recent external audit, Accor is further strengthening implementation of the WATCH program, when hosting minors in its properties. The Group is creating specific training modules, self-assessment tools, strengthened monitoring and a zero-tolerance approach to non-compliance. The goal is to achieve consistent child protection standards across its managed and franchised hotels.

International Airlines Group (IAG)
Parent company of British Airways,Iberia, Vueling, Aer Lingus and Level

Because most trafficking cases likely go undetected, IAG does not rely on reporting alone as an indicator of risk. To mitigate the possibility of child labour in places where subcontracted supply chains are less transparent, IAG identifies the most prevalent risks and probes deepest where potential impact is the greatest.

DERTOUR Group
One of Europe's largest tour operators

Use training, supplier contracts, statements of expectation and destination partnerships to extend safeguarding standards across complex, multi-operator holiday networks.

Hyatt Hotels Corporation
Global hotel group operating across 1,500 properties in more than 70 countries

Hyatt has deployed a technology to eligible managed and franchised properties globally, which blocks access to exploitative online materials on Hyatt's network

SCALE

A plan without measurement is just intention. Track what you learn, and act on it. The businesses making the most progress are not the ones with the most resources – they are the ones asking the most honest questions about what is actually working.

ACTION 1

Use the data to improve your protocols and procedures continuously. If your business has never received a formal report of suspected child exploitation, that is not evidence of safety; it's almost certainly evidence of under-reporting. Build the infrastructure to see risk earlier and the culture in which people feel safe enough to report what they see.

ACTION 2

Build alliances with industry peers, associations and expert organisations to learn, benchmark and act together. Peer exchange accelerates progress faster than anything else. Businesses that collaborate report better outcomes in our survey. Yet 36% of those we surveyed do not collaborate with peers at all, and 38% have no partnerships outside their own industry. That is the gap where risk compounds.

ACTION 3

Find partners where you need specialist expertise: survivor organisations, law enforcement and specialist civil society organisations. They bring knowledge no internal team can replicate on how exploitation actually happens, what it looks like in practice, and what works in response.

ACTION 4

Extend your standards to your operators and contractors. Guidance exists on how to do this without restructuring procurement. It's a collaborative approach, not a compliance audit. Your brand carries the risk. Your standards must travel with it.

TEST.
MEASURE.
IMPROVE.

Collaboration works. But many businesses aren't doing it.

36%
of businesses surveyed do not collaborate with peers in their own industry.

38%
of businesses surveyed have no partnerships outside their industry. Yet businesses that collaborate report better outcomes.

WHAT DOES SCALE LOOK LIKE?

Anonymous survey responder
Accommodation

Partnered with two large hotel brands to jointlt refresh training content and made it available through PACT (ECPAT International member, USA) at no cost to the wider industry. This business recommends sharing calendars of high-risk events annually – a simple, free intervention that keeps the whole sector better prepared.

"Traffickers are extremely motivated. They are constantly changing their tactics, and we have to adjust, too. This is not a one-brand or one-company issue. It's everyone's issue. We are stronger when we work together."

— Anonymous

International Airlines Group (IAG)
Transportation

Uses a risk-based framework to identify modern slavery risks and human rights issues within its supply chain, downstream value chain and direct operations following the UN Guiding Principles on Business and Human Rights and the concept of "Protect, Respect and Remedy".

"Suppliers may be reluctant to share information about non-compliance and controversies, most likely concerned about the reputation issues and impact that this may have on their business relationships. A risk-based framework allows us to identify the parts of our supply chain and our operation where we should target our engagement and attention."

— Navdeep Deol, Group Director, Employment Law, IAG - International Airlines Group

Anonymous survey responder
Online Gaming

Tracks the "Actionability Rate" of user reports – the percentage that merits direct action. A rising rate does not mean more bad actors. It means clearer conduct expectations and fewer false reports clogging the system. The metric turns a reporting mechanism into a learning tool.

"What good looks like is not a static standard; it is something we measure, learn from and keep improving using real signals, human judgement and practical feedback to make the system safer over time."

— Anonymous

The Palace Company
Accommodation

Encourages teams to detect signs of potential abuse not only within resorts but in surrounding communities – extending the reach of training beyond the property boundary.

"Now they know how to identify something suspicious. If they see something in their community, they will report it to police."

— Gibran Chapur, Chief Operating Officer, The Palace Company



RESOURCE GUIDE

Every resource listed here is either free or available through a reasonably priced membership. There is no reason to start alone.

The Code – ECPAT International

More than 400 companies are already members of The Code, unlocking support for due diligence processes to identify, prevent and address risks, plus training, a peer network, opportunities to consult with local communities and practical support to turn commitments into meaningful action.

www.ecpat.org

Child Protection Working Group – Unlock Futures

A cross-sector peer group convened by Unlock Futures. There is no cost to participate in these video calls once per quarter.

DOGOOD@TheBicesterCollection.com

Child Safeguarding Business Principles – On Us Australia

A business-led coalition that helps companies recognise, understand and manage their responsibility to safeguard children. Designed especially for businesses that may not work directly with children but can still affect their safety through products, services, operations and supply chains.

www.onus.org.au

Operation Makesafe

Part of the Hydrant Programme, Op Makesafe enables travel and tourism businesses in England and Wales to partner with law enforcement for sector-specific resources on child protection. Runs test purchases with police cadets and provides direct feedback to hotels on how they responded.

www.hydrantprogramme.co.uk

STOP THE TRAFFIK

Works with businesses to understand the broader trafficking threats that can affect their operations and value chain. Already supports organisations across travel and tourism with the insights and skills to identify risks of exploitation and protect children from trafficking.

www.stopthetraffik.org

Tech Coalition

Helps technology companies strengthen child safety programs through proven practices, trusted intelligence, practical tools, professional development, and collaboration across 60+ members. Its free Pathways program extends this expertise beyond membership, helping companies of any size strengthen their child safety capabilities.

www.technologycoalition.org

ECPAT INTERNATIONAL

Child Protection Code of Conduct

A PRACTICAL WAY TO BEGIN

The Code (short for The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism) is a multi-stakeholder voluntary initiative with the mission to provide awareness, tools and support to the travel and tourism industry to prevent the sexual exploitation of children.

It's overseen by ECPAT International and implemented in cooperation with ECPAT's global network of civil society organisations dedicated to ending the sexual exploitation of children. In some countries The Code is represented by the Local Code Representatives (LCRs) – civil society organisations working on the ground in the communities. It includes:

- Risk assessment support to help your business understand where child sexual exploitation could touch your operations, services, platforms or value chain.
- Clear implementation framework with the six criteria (see opposite).
- Free online training and implementation guidance for staff, with support from The Code Secretariat or Local Code Representatives where available.
- Policy and procedure support so child protection is clear, practical and capable of being followed by managers and frontline teams.
- Supplier and value-chain guidance, including clauses that set a common zero-tolerance standard across partners, contractors and service providers.
- Customer-facing awareness tools so travellers, guests and visitors know what responsible behaviour looks like and how to report concern.
- A global peer network of more than 300 member organisations working on the same issue, learning what works and strengthening the wider system around children.

Embracing The Code

Membership requires an agreed implementation plan, annual reporting and a commitment to put The Code's six criteria into practice. Once approved, members receive access to The Code's e-learning platform and member portal and may use The Code logo and membership certificate. Businesses can begin, improve and report honestly, rather than waiting until everything is perfect. Annual membership fees depend on the size of the business, reflecting the range of operating realities for small operators through to large companies. For more information, visit thecode.org or email: info@thecode.org

THE 6 CRITERIA

1.

Establishing a policy and procedures against sexual exploitation of children and if a company offers voluntourism products: regulation of voluntourism.

2.

Training employees in children's rights, prevention of sexual exploitation and how to report suspected cases.

3.

Including a child protection clause in contracts or codes of conduct through the value chain.

4.

Informing customers, travellers and tourists on children's rights, the prevention of sexual exploitation of children and how to report suspected cases.

5.

Supporting, cooperating and engaging with stakeholders in child protection area.

6.

Annual reporting on the criteria implementation to The Code.

"You don't have to transform yourself into police or social workers. Work with what is already out there. Situate your intervention in a system that already exists."

Guillaume Landry
Executive Director, ECPAT International

INDUSTRY CASE STUDIES

Knowing you are exposed is not the same as knowing where. Every vertical in our industry carries a different risk profile – different entry points, different actors and different warning signs.

This chapter maps the exposure sector by sector, so you know exactly where to look and what others are already doing.



> “Children are not the future. They are the present.
>
> We have no time to waste. What we are doing is not going fast enough. We need to do it faster, together.
>
> Collective responsibility without accountability means nothing.”

Dr. Najat Maalla M’jid
United Nations Special Representative of the Secretary-General on Violence Against Children

HOTELS & ACCOMMODATION

In hotels and accommodation, suspicious actors can often be detected in the ordinary rhythms of service: check-in staff can detect conspicuous surname mismatches, can make eye contact with unaccompanied or vulnerable young people, or a young person who seems withdrawn, disorientated or unusually directed by an adult.

Payment in cash or third-party payments, guests who avoid cleaning or contact with staff, unusual levels of traffic to one or two rooms, noise complaints, and indicators of alcohol or drug use and condoms found by housekeeping staff in rooms occupied by children can also be red flags. Such signs do not, on their own, prove exploitation; they are prompts for professional curiosity, calm observation and timely reporting.

The challenge is that the very features which guests value, namely privacy, discretion and frictionless access, can also be misused by offenders, particularly as more accommodation models move towards contactless check-in and reduced human interaction.

Asset-light ownership models or franchise structures expose brands to the same level of risk but without centralised management of mitigation actions.

What's Promising

The strongest practices are operational habits – built into daily rhythms, not crisis protocols. With support from ECPAT civil service organisations, leading hotel groups are embedding child protection into brand standards, prioritising training by role and function as well as creating simple escalation routes so every colleague knows what to do when something feels wrong.



CASE STUDY 1

ACCOR

Global hospitality company operating more than 5,800 hotels across 110 countries, spanning luxury, lifestyle, premium, midscale and economy brands. Purpose: Pioneering the Art of Responsible Hospitality, Connecting Cultures, with Heartfelt Care.

MAKING MORE THAN 5,800 HOTELS A SAFE PLACE FOR CHILDREN

CARE

Accor believes its hotels should be a safe place in the community, staffed by people trained to notice concern and connected to local support where it exists. ***We Act Together for Children*** (WATCH) is a programme Accor created with ECPAT to prevent the sexual exploitation of children.

ACT

Accor trains teams to use practical indicators specific to their roles. At front office, this may mean noticing a child's concerning demeanour or an unusual check-in dynamic. Housekeeping might note requests for unusually large quantities of towels and sheets, large volumes of alcohol seen in a room occupied by a minor or a "Do Not Disturb" sign left in place for an extended period. Staff are encouraged to pause, consult a colleague and escalate concerns through local procedures.

Accor provides differentiated training materials, empowering General Managers and Heads of Department to cascade these locally, using formats tailored to their teams.

High-risk moments have helped to build Accor's discipline. Ahead of the Paris Olympic Games, Accor trained around 1,500 employees across hotels in host cities, reinforced links with authorities and made sure key messages reached operational teams before guests arrived. Its ***Don't Look Away campaign*** for the FIFA World Cup in Brazil and partnership with ***It's a Penalty*** during Paris 2024 and UEFA Women EURO 2026 show how public messaging can be as simple as a small poster or a 30-second lobby video.

SCALE

Scale is Accor's central challenge. Its thousands of hotels, owners, franchisees, brands, countries and legal contexts require a system that can travel globally and still adapt locally. Accor strengthened trainings to take into account franchise specifics as well as local specifities.

Accor sees opportunities to further strengthen prevention and verification processes when hosting minors. Fully committed to continuous progress and supporting teams to meet these standards consistently, Accor is creating training modules, self-assessment tools, strengthened monitoring and a zero-tolerance approach to non-compliance. The goal is to achieve consistent child protection standards across managed and franchised hotels, turning child protection into a shared operating standard across a global, decentralised and asset-light business.

"With more than 5,800 hotels around the world, we are determined to equip our teams, partners and owners to make child protection an integral part of everyday operations."

— **Sébastian Bazin,** CEO, Accor

Key takeaway: scale means building a system that can travel across countries, owners and teams – while continuing to strengthen consistency over time.

CASE STUDY 2

Luxury resort group operating properties across Mexico, Europe and the Maldives, following the integration of Baglioni Hotels & Resorts. Purpose: To create extraordinary experiences where every guest feels at home and every child is safe.

TURNING THE CHECK-IN MOMENT INTO A CHILD PROTECTION SAFEGUARD

CARE

The Palace Company began this work after its corporate security team shared data showing a high percentage of child sexual exploitation cases in Quintana Roo, Mexico, where the company has several resorts. Senior leaders acted quickly, establishing a formal protocol in writing.

The Palace Company already had a strong culture of emergency planning. Teams were used to working together on issues such as hurricane response. That made it easier to add a child protection pathway across departments. What began as awareness became habit, and habit became policy – today it's mandatory training across every property the company owns.

ACT

The protocol is discreet by design. Front desk and security colleagues are trained to notice combinations of concern: a child prevented from speaking, questionable documents, signs of poor hygiene or intoxication, or behaviour suggesting discomfort. Staff do not investigate. They use a secure Microsoft Teams channel to alert managers silently to a possible "Pink Code".

If the concern appears credible, the guest experience continues calmly. The room is not released; the guests are invited to lunch in a public restaurant, creating time for security, legal, corporate leadership and emergency services to respond. When authorities arrive, Palace records names, times and credentials, shares information as required and hands control to them. Private spaces are available for questioning adults, while a public relations colleague can remain with the child in a safe, observed area. Around 600 colleagues have been trained across front desk, security, public relations and management. The protocol was developed with input from Freedom Association, a Mexico City organisation working to prevent violence against children.

Palace also turns hospitality itself into protection. Through The Dreamery children's programme, young guests are welcomed with drinks, activities and colouring materials, with parental permission. The gesture feels warm and ordinary. It also gives trained colleagues a natural moment to engage with children and notice whether they seem at ease.

SCALE

A supplier-facing child protection programme, deeper NGO partnerships and a formal impact framework are still to be developed. Training will need to adapt as Palace expands into Europe and the Maldives following the integration of Baglioni.

"This is not about asking hotel colleagues to become investigators. It is about helping them recognise when something may not be right, protect the child in the moment, and bring in the authorities through a clear, safe process."

— Gibran Chapur, Chief Operating Officer, The Palace Company

Key takeaway: the Palace Company's Pink Code gives guest-facing teams a calm, discreet route to raise concern when something feels wrong but is not necessarily a red alert.

[1] Accor Strengthens Its Commitment Against Child Sexual Exploitation



AIR TRAVEL, CRUISE & TRANSPORTATION

Almost half of all victims of trafficking are moved across international borders.[1] IATA's #Eyes Wide Open campaign recognises that the global air transport system can be misused by traffickers and reminds us that air travel is often the last trace of missing children.[2]

Some risks in aviation are well understood and tightly controlled. Known unaccompanied minors, for example, are formally identified and managed through specific procedures. The more difficult risks are often the ones that sit outside those established processes. A 12 to 17-year-old travelling internationally without a parent or guardian may not be identified as an unaccompanied minor. A child may be travelling with an adult who is exploiting or controlling them. Passengers, contractors or crew may also use international travel to access children in another country for the purpose of sexual exploitation or abuse.

These scenarios share a common challenge: the child may move through a highly controlled transport system without being visible as someone in need of protection.

The opportunity for the transportation sector is therefore to grow beyond a trafficking-only lens and explore how children can experience vulnerability at multiple points across the system.

That vulnerability may arise from parents or carers, from facilitators and other offenders, or from the actions, decisions and systems of aviation organisations themselves. Loyalty points, stolen accounts and even insider access can all create hidden pathways for exploitation or concealment. Additional exposure can sit in cargo, procurement and hospitality supply chains. A child protection approach asks a wider set of questions: where might children be vulnerable, how could harm occur, who is responsible for noticing and responding and where might organisational systems unintentionally create gaps?

What's promising

The best examples make the child visible at every stage of the journey. By spotlighting the risks, the sector can move from reacting to individual incidents towards designing safer systems around children from the outset.



CASE STUDY 1

volaris

Mexico's leading ultra-low-cost carrier, operating across 7 countries and 73 airports in the Americas. Purpose: To have the best people and enable more passengers to travel well and at a low cost, protecting children and adolescents during every journey.

TURNING FLIGHT CREWS INTO A FRONTLINE CHILD PROTECTION NETWORK

CARE

With an operating footprint in Central America and the Caribbean, where children represent almost 70% of all trafficking victims[1], Volaris's focus on child protection began before the issue was widely discussed in aviation. In 2013 the CEO and COO, flying together, sensed that something was wrong with a teenage passenger travelling with an adult she was keeping a distance from. That instinct became a programme. Today Volaris teams have identified more than 250 suspected trafficking cases and enabled the rescue of 28 minors.[2]

Child protection is embedded in Volaris's corporate sustainability and social impact work, and reinforced visibly by the CEO and executive committee. Volaris staff called "Ambassadors" sustain the momentum across the organisation.

ACT

Airport staff and flight crews have time to observe passengers at different touchpoints throughout their journey. Volaris developed a protocol to identify possible child trafficking for commercial sexual purposes and to collaborate with authorities to protect children. Annual training on this protocol is mandatory for up to 6,000 operational Ambassadors, who learn to avoid bias, identify risk patterns and escalate to airport or destination authorities before landing. The vocal support of their leaders orients them to observe, ask questions, and speak up.

Volaris developed a standardised reporting channel to ensure information from these cases is captured consistently and analysed over time for improvement and decision-making purposes.

Recently, public-facing awareness has expanded through the Ojos en el Cielo (Eyes in the Sky) campaign, developed in partnership with ECPAT,[3] and through onboard magazine content, social media and industry forums.

SCALE

To understand child trafficking better and improve response procedures, Volaris strengthened its partnerships with specialist organisations. It has helped airports in Mexico and Central America develop child trafficking protocols and launched targeted awareness campaigns during peak travel periods, including the 2026 FIFA World Cup, in airports and busy tourist venues such as museums. Next steps include adapting processes to digitalise and innovate, strengthening coordination with authorities and refining awareness messages to reach wider audiences.

"Child protection is always top of mind for our entire Executive Committee and a conversation we keep alive across Volaris. Through training, we turn that shared conviction into action, empowering our people to speak up. It is part of who we are and the culture we build every day."

— Ximena Fuentes,
Corporate Sustainability Manager, Volaris Airlines

Key takeaway: child protection moves faster when it is led from the top and translated into clear, practical action at every passenger touchpoint.

[1] GLOTIP24_special_points_final.pdf
[2] Volaris internal impact data, reported through ECPAT Code monitoring
[3] ECPAT & Volaris, Ojos en el Cielo campaign – ecpat.org | volaris.com

CASE STUDY 2

Three organisations spanning Fiji's airline operations, airport management and ground services worked together to map the full journey a child makes from pre-booking to disembarking at the end port. Purpose: A collaborative aviation system where every child and young person experience a safe, secure and inclusive journey.

BUILDING A CHILD-SAFE AVIATION JOURNEY

CARE

Aviation systems are designed to move large numbers of people efficiently from A to B. Rarely does that design account for what a child actually experiences moving through it. When On Us Australian Business Coalition for Safeguarding Children, Australia's Department of Foreign Affairs and Trade and Australia-Pacific Partnerships for Aviation (P4A) asked whether regional airlines, airports and ground-service providers had safeguarding policies for children, Fiji Airways, Fiji Airports Ltd and Air Terminal Services Fiji stepped forward. The goal was to bring Fiji's culture of caring for children to the aviation services that support them.

Building from the government of Fiji's 2025 National Child Safeguarding Policy, the three partners chose jointly to examine their systems via the lens of a child moving through them.

"We have designed adult-centric transportation systems. We needed to ask how children move through them."

— **Phil Doorgachurn,** On Us Australian Business Coalition for Safeguarding Children (Australian Childhood Foundation)

ACT

A Child Safeguarding in Aviation Awareness Workshop in May 2026 brought together 40 representatives from the three organisations, supported by P4A, government and civil society partners. Together they identified child safeguarding risks in aviation, including lounge access, flight diversions and behaviours on flights. They also clarified the roles and responsibilities of each agency, and mapped the full aviation journey through a child's eyes, from booking and check-in through terminals, security screening, the aircraft, transit, delays, diversions and handovers and ultimately landing in the final destination.

A second workshop translated those findings into a coordinated safeguarding framework for the three agencies. The framework sets out the case for change, provides shared definitions and guiding principles, a child journey map and a three-year governance and implementation roadmap.

SCALE

A steering committee, a working group and an open opportunity for other aviation partners to join mean that what began as a three-organisation collaboration has potential to grow. The ambition is to test a model that can travel across the Pacific and beyond, closing the organisational blind spots that allow children's needs to disappear in the gaps between one operator's responsibility and another's.

"Safeguarding Children starts with our people. We are equipping every Fiji Airways employee, starting with our frontline teams, with the knowledge and confidence to recognise, respond and report concerns. Protecting children is not just part of our job. It is part of who we are."

— **Anna Morris,** Chief People Officer, Fiji Airways

Key takeaway: collaboration can prevent child protection disappearing into the space where one organisation's responsibility ends and another's begins.

CASE STUDY 3

One of the world's largest airline groups, operating British Airways, Iberia, Aer Lingus, Vueling and Level across 268 destinations, serving 122 million passengers a year with a supply chain of around 19,000 suppliers. Purpose: To connect the world responsibly – ensuring that the scale and reach of the group is used to make journeys safer for every passenger, including the most vulnerable.

USING GROUP SCALE TO RAISE STANDARDS

CARE

With a clear mandate from senior leadership, IAG harnesses the group's diverse expertise to identify and champion best practice, establish consistent standards and share learning in child protection through its policies on combatting modern slavery and human trafficking. In a group with this scale and complexity, there are real opportunities to learn from each other and raise the bar.

ACT

IAG recognises the vital role that all employees and workers can play in this important area, and its policies make clear that preventing, detecting and reporting modern slavery or human trafficking in any part of the business or supply chain is the responsibility of everyone working for IAG or on its behalf.

Recognising that airline personnel may encounter trafficking victims or perpetrators, IAG's e-learning module helps cabin crew, pilots and airport colleagues identify and report concerns. Based on IATA's "Eyes Open Against Human Trafficking" campaign, the module was updated in 2025 with input from survivors, completed by over 12,000 colleagues and shared with key suppliers and airlines, particularly in relation to high-risk routes. E-learning proved to be an accessible and efficient alternative to classroom-based training.

Risk mapping also showed that Frequent Flyer miles can be used for illegal activity, including human trafficking. IAG responded by bringing together its Contact Centre, Customer, Security & Fraud and Finance teams to join forces against the risk.

SCALE

Following the UN Guiding Principles on Business and Human Rights and the concept of "Protect, Respect and Remedy", IAG works with partners and suppliers in high-risk industries and locations to reinforce standards. Where labour-intensive, subcontracted supply chains are less transparent, the group understands that risks may simply be hidden. IAG responds by identifying the most prevalent risks and probes deepest where potential impact is the greatest.

IAG is clear that the scale and impact of these evolving challenges require consistent focus, greater vigilance and meaningful action. The group's emphasis on integrity in procurement, sustainability, legal and compliance functions enables productive collaboration with suppliers, industry groups, and the authorities. In this way, IAG is becoming a powerful driver of progress for the industry.

"IAG played a key role in an International Civil Aviation Organisation (ICAO) working group to update anti-trafficking guidelines for the sector. We firmly believe collaboration across the industry makes us more effective at tackling these important issues"

— **Navdeep Deol,** Group Director, Employment Law, International Airlines Group Australia-Pacific Partnerships for Aviation

Key takeaway: Across the industry, child-exploitation is likely under-reported. Businesses should be transparent about where risks exist and focus action where the potential impact may be greatest.

GAMING & DIGITAL PLATFORMS

For young people, online games are places to learn, create and connect – a form of digital travel where borders disappear and identity is fluid. That same fluidity also creates risk: online exploitation of children is growing exponentially, with the Internet Watch Foundation reporting that AI-generated child sexual abuse videos rose from 13 in 2024 to 3,440 in 2025.[1]

Perpetrators can reach children more easily than ever before. Abuse is recorded and livestreamed; images and videos are shared globally within seconds and stored indefinitely online.[2] The US National Center for Missing and Exploited Children reports that online enticement increased by more than 300% – from 44,000 cases in 2021 to 186,800 in 2023.[3] In England and Wales, almost half of the child sexual abuse cases reported in hotels began with contact made online before moving to an in-person interaction.[4]

In 2024 the Australian Federal Police raised concerns about the rising number of young people accessing violent extremist material and propaganda online – with the youngest cases involving children as young as 12.[5] Sadistic online exploitation, while affecting a smaller proportion of victims, is also growing.

Harm rarely stays in one place. What begins in ordinary-looking play – a game, a chat, a small request can move into grooming, coercion, financial sexual extortion or the production and sharing of child sexual abuse material. The online and offline worlds are not separate. They are the same risk, moving between platforms.

What's promising

The strongest digital platforms don't wait for harm to be reported. They build safety into the experience before it occurs through design choices, detection systems and intelligence-sharing across the sector.

[1] Internet Watch Foundation, 2025

[2] ECPAT, Online & Tech-Facilitated – ecpat.org

[3] NCMEC, Online Enticement – missingkids.org

[4] NPCC / England and Wales hotel abuse data, reported in Action Paper research

[5] Australian Federal Police, 2024 – afp.gov.au



CASE STUDY COMING SOON



PAYMENT & FINANCIAL SERVICES

Many acts of exploitation involve the movement of money. Payment platforms, banks, virtual currencies, gift cards and loyalty programmes are not passive infrastructure – they are active tools in the exploitation chain, and regulators have made it clear that ignorance is no longer a defence.

The penalties for failure are significant and growing.

The Financial Action Task Force, which leads global action to tackle money laundering, terrorist and proliferation financing, has documented how traffickers exploit financial systems through layered transactions, third-party payments, prepaid cards, gift cards and cryptocurrency – specifically because these tools offer speed, anonymity and distance from the transaction.[1]

FinCEN, the US Treasury bureau responsible for detecting and preventing financial crime, has identified patterns including unusual cash payments, frequent small transfers to high-risk regions and third-party payments for accommodation and travel as key typologies linked to child exploitation.[2]

For businesses in travel, leisure and entertainment, the exposure is direct. Cash payments at check-in, third-party bookings, unusual loyalty point activity and prepaid card use at high-risk locations are all indicators that financial teams and front-line operations need to be equipped to notice – and to escalate.

What's promising

Financial institutions and platforms that treat child exploitation as a financial crime risk – not a reputational one – are building the detection and reporting infrastructure that makes a difference. The most effective share typologies across sector lines.



1 FATF, Financial Flows from Human Trafficking – fatf-gafi.org
2 FinCEN, Child Sexual Exploitation and Human Trafficking typologies – fincen.gov

CASE STUDY 1

Lantern

A voluntary intelligence-sharing programme run by the Tech Coalition, connects 40 participating technology companies and financial institutions globally to help detect and disrupt online child sexual exploitation and abuse (OCSEA). Purpose: Lantern enables trusted companies to connect the fragments of harm that no single organisation can see alone. More than 2 million signals have been shared through Lantern, leading to over 350,000 enforcement actions.

JOINING SIGNALS TO PROTECT CHILDREN ONLINE AND BEYOND

CARE

Online child sexual exploitation rarely stays within one company or platform. A child may be contacted in one place, moved into private messaging, coerced into sharing material, and then pressured or paid through a financial service. The Tech Coalition's Lantern programme helps trusted companies connect those fragments responsibly, so harm can be detected and interrupted sooner.

ACT

Lantern is a voluntary intelligence-sharing program, run by the Tech Coalition, for qualifying technology companies and financial institutions to identify and disrupt online child sexual exploitation and abuse.

When a participating technology company detects activity that breaches its child safety policies, it can securely share relevant signals, like URLs, account information or IP addresses, so that other participants can independently investigate related activity on their own services under their policies and legal or regulatory obligations.

The model expanded to financial institutions globally in 2026, bringing together insights from technology platforms that can detect grooming, solicitation or abusive content and financial institutions that can identify associated payments.

Financial institutions participate on a receive-only basis, using relevant signals to investigate potential financial activity linked to online child sexual exploitation and abuse.

In practice, even a single identifier can help uncover related activity that might otherwise remain hidden.

SCALE

Lantern's value goes beyond signal-sharing. Through workstreams, workshops and collaboration, companies can compare approaches, spot emerging harms earlier and strengthen their own child protection systems. For smaller or less mature teams, this peer learning can accelerate progress.

The Tech Coalition's Lantern programme shows that competitors can share intelligence responsibly. With the right safeguards, shared signals enable shared protection.

"These 40 companies are competitors. They keep their cards close to their chests. But through Lantern, they are working together – sharing information to improve safety across every platform. That is what collaboration looks like."

— Marc Leone, Lantern Director, Tech Coalition

Key takeaway: financial incentives can drive some forms of online child sexual exploitation. Signals from technology platforms, such as usernames and emails, can help financial institutions identify associated activity and take action to disrupt the financial incentives driving exploitation.

LEISURE & ENTERTAINMENT

Major events and high-footfall places bring people together at scale. That is their power. It's also a critical vulnerability for children.

There is tentative evidence that child traffickers increase their activity when a major entertainment event occurs locally. In the USA, nationwide anti-trafficking operations during the 2026 FIFA World Cup recovered 64 children at risk of sexual exploitation.[1]

Children and young people pass through stadiums, restaurants, shopping destinations, cafés, cinemas, fan zones, transportation links and public spaces with little direct oversight from the businesses around them. In these settings, harm may not always look like exploitation – and that is precisely what makes it harder to see.

County Lines exploitation, where young people are groomed or forced by organised criminal groups to move, store or sell drugs or weapons, can begin with friendship, food, money or a sense of belonging, before escalating into intimidation, debt, violence and control. In the UK forced criminality became the third most prevalent form of trafficking in 2023, with 82% of County Lines victims being under 18.[2]

Children experiencing poverty, insecure housing, social isolation, immigration insecurity, neglect or abuse or with family connections to crime are particularly vulnerable to recruitment. Signs to look for: young people being approached or offered food, gifts or money by older people; teenagers seen with multiple phones; young people appearing isolated, anxious or unfamiliar with the area; and repeated movement through taxis or public transport with unrelated adults.

Risks may increase when unvetted or poorly trained staff are placed on front lines – which can happen during large events – and when venues and retailers have weak protocols for managing lost or unaccompanied children.

What's promising

The strongest examples turn leisure spaces into places of protection without making them feel alarming. They discreetly make help accessible, use survivor/youth-informed procedures and plan to reach young people before exploitation takes hold. They have analysed the touchpoints where children are likely to be in their care, from guests, customers and fans to young athletes.

Leading businesses have taken a public stand, using their platform to communicate assistance options directly to vulnerable populations, and showing a willingness to use the reach of their brand to prevent exploitation before it happens.

[1] Scripps News, Authorities warn of human trafficking risks amid the 2026 FIFA World Cup – scrippsnews.com
[2] UK National Referral Mechanism data, 2023



CASE STUDY 1

UBS Arena

A professional ice hockey club and its home arena, operating at the intersection of sport, live entertainment, hospitality and community outreach in the New York Metro area – welcoming thousands of children and families through game days, youth hockey, community programmes and arena events. Purpose: To build a community where every fan, player and young person who walks through the doors is safe, seen and supported.

PROTECTING CHILDREN ACROSS SPORT, ENTERTAINMENT AND COMMUNITY ENGAGEMENT

CARE

The New York Islanders and UBS Arena operate at the intersection of professional sport, live entertainment, hospitality and community outreach. They welcome thousands of children and families via game days, youth hockey, community programmes and arena events. As such, they recognise that children appear in their business in four distinct ways: as young fans and guests, as learners in youth hockey programmes, as community participants and occasionally as young athletes on the professional pathway. Each context carries different risks and calls for a different response. That clarity – knowing where children are and in what capacity – is itself the starting point for protection.

ACT

Where children are most directly engaged is in community programmes, and that is precisely where the safeguards are most developed. Staff and adults working with children are subject to background checks and mandatory annual SafeSport training. Child engagement is managed through parents or guardians, providing a clear point of accountability.

On game days, UBS Arena brings considerable operational discipline to the safety environment. More than 500 cameras cover the venue and surrounding area, supported by visible guest services and security teams who provide clear escalation points for staff or guests with concerns. A typical event involves hundreds of security staff and guest experience personnel on the concourse and more than 1,000 part-time employees across arena operations, concessions and support roles.

UBS Arena is reported to be the only arena in the New York Metro market with an active SAFETY Act Designation from the U.S. Department of Homeland Security, and one of only four arenas in the United States to hold such status. While not a child protection framework in itself, the designation demonstrates the venue's serious approach to safety design, planning and operational readiness.

SCALE

The opportunity for the New York Islanders and UBS Arena is to make child protection more explicit within strong existing systems, including around supplier screening and public-facing messaging. Collaboration with others in the industry is a natural next step.

"Every child who visits UBS Arena should leave with a great memory and nothing else, which means treating child protection as its own commitment, not simply crowd safety."

— **Mike Sciortino,** General Manager, UBS Arena

Key takeaway: sector leadership would help clubs and venues act with confidence.

CASE STUDY 2

A major quick-service restaurant brand operating hundreds of community-facing locations across the United Kingdom – present in the high streets, retail parks and neighbourhoods where young people spend their time. Purpose: To serve communities with more than food – recognising that a brand with this reach has a responsibility to the young people who move through its spaces every day.

REACHING YOUNG PEOPLE AT RISK OF COUNTY LINES EXPLOITATION

CARE

Organised criminal groups target young people in the community spaces where they spend time, including leisure centres, shopping areas and quick-service restaurants. Burger King UK, UK Youth and STOP THE TRAFFIK chose to meet that threat in exactly those spaces and to put the knowledge to recognise and resist it directly into young people's hands.

The partnership grew from the clear-eyed recognition that the recruitment of young people for criminal exploitation was not a risk created by Burger King UK, but one that could surface in the communities its restaurants serve. Rather than treating that as someone else's problem, the brand chose to act – seeing child protection as part of responsible business. UK Youth had already been working with Burger King UK since 2022 to expand access to safe spaces, trusted adults and opportunities for young people. STOP THE TRAFFIK brought subject matter expertise and intelligence-led prevention capability. What united the three partners was a shared commitment to prevention (rather than just response) and to reaching young people before exploitation could take hold.

ACT

STOP THE TRAFFIK used its Traffik Analysis Hub, desk research and intelligence products to identify emerging trends and hotspot areas. Then managed geo-targeted social media delivery to reach young people where they were already spending time online. Critically, UK Youth ensured young people with lived experience shaped the campaign from the outset, helping create male- and female-facing video content explaining what County Lines is, how recruitment happens, warning signs to notice and where to find help.

The campaign was delivered through geo-targeted social media ads in hotspots where risk was most acute. The resulting campaign reached 383,688 young people and drove 18,598 visits to safety advice and support. Every young person who took part in the post-campaign survey reported a greater understanding of exploitation. Two-thirds felt more confident seeking help, and more than half recognised that they — or someone they knew — could already be at risk.

SCALE

Internally, the work has already shifted practice. Burger King UK plans to embed young people's voices at the centre of future youth-impact activity. Next-stage thinking is underway on support for franchisees and the wider hospitality sector, with the potential to extend the model across a much larger network of community-facing businesses.

"We are committed to supporting and empowering young people in our communities, and raising awareness of County Lines exploitation is a key component of that."

— Burger King UK Senior Leadership

Key takeaway: you don't need to own the problem to be part of the solution. What matters is whether your presence in a community, your brand, your reach, and your relationships can be turned toward child protection.

CASE STUDY 3

A global entertainment and hospitality brand operating hotels, casinos, cafes and live music venues across 68 countries – with guest-facing teams working 24 hours a day in some of the highest-footfall environments in the world. Purpose: "Love All, Serve All" is one of four company mottos. For Hard Rock, that commitment extends to the most vulnerable people in its spaces – including children at risk of exploitation who may have no other route to safety.

TURNING EVERY VENUE INTO A LIFELINE FOR CHILDREN AT RISK

CARE

Hard Rock's journey began with a simple operational question: what should a team member do when something does not feel right? Working with PACT USA, formerly ECPAT USA, the company adopted The Code and built anti-trafficking training into its hotel operations. On the casino side, Paul Pellizzari helped lead an American Gaming Association task force to create casino-specific training developed with external experts, law enforcement and survivor groups. The result is training that is survivor-informed, free to the industry and designed to help guest-facing staff recognise signs of trafficking and respond with care.

ACT

Hard Rock and Seminole Gaming moved beyond awareness into direct assistance. In partnership with Twenty Four-Seven, a survivor-led organisation, they placed discreet QR codes front of house so that people at risk could reach immediate help in multiple languages. The tool can be used by potential victims or by others raising a concern; Hard Rock reports more than 200 uses of the system to date, the majority from victims themselves.

As important as the technology was the way it was introduced. Properties were given flexibility in placement, language was carefully chosen and the QR code was designed to be visible enough to help without altering the guest environment.

SCALE

Hard Rock's model reaches deep into the prevention space. During COVID-19, as PACT USA identified growing concern around young people being exploited online, Hard Rock co-created Social Identity Quest (SIQ), a free classroom programme that helps students explore online identity, manipulation, boundaries and safer choices. Built with PACT and Edu Network Partners, the programme is delivered by teachers, supported by educator and parent guides, and is dialogue-led rather than fear based.

SIQ has now reached more than 3.4 million students and was recognised by the US Chamber of Commerce in 2025 as best practice. Rather than simply translating the programme for new markets, Hard Rock is ensuring that content reflects the cultural context in which young people are actually navigating risk.

"Engagement with this training is unlike any other corporate programme I have run in my career – staff are not just completing it, they are asking for more."

— Paul Pellizzari, Vice President of Global Social Responsibility, Hard Rock International

Key takeaway: Hard Rock turned brand reach into prevention by making support accessible in its venues and extending safety education to young people before exploitation begins.

[1] US Chamber of Commerce Foundation, Best Practices in Corporate Social Responsibility, 2025 – hardrock.com

CASE STUDY 4

THE BICESTER COLLECTION

A family of 12 open-air, luxury shopping and lifestyle destinations located across Europe, China, and North America. One of the four founding partners of the Unlock Futures alliance. Purpose: To make the lives of others better.

UNLOCKING THE FUTURE OF CHILDREN LOCALLY AND GLOBALLY

CARE

The Bicester Collection sits at the intersection of retail, tourism, hospitality and entertainment, welcoming in 2025 47 million guests across 12 Villages. As a founding partner of the Unlock Futures: Protecting Children alliance, child protection is not a policy – it's part of the culture, a commitment embedded in how every Village welcomes and safeguards the families it serves.

Accountability for child protection sits with the Chief Risk and Compliance Officer (a former police officer) and is connected to the Collection's DO GOOD philanthropic programme through Unlock Futures: Protecting Children. The approach is proactive and preventive. Rather than waiting for harm to occur, the organisation makes children's safety integral to its ethos of 'unreasonable hospitality' – making every guest feel seen, valued and cared for, through gestures they would never expect but will always remember. Legal, Security, Procurement, Operations, Culture and HR all play a part, because protecting children is everyone's responsibility.

The Bicester Collection uses a simple operating framework: Procedure, Practice and Positive Influence. Procedure sets the rules and standards. Practice turns them into daily action. Positive Influence uses the Collection's platform to encourage partners, guests and communities to share its commitment to protecting children.

ACT

An established Missing Child and Vulnerable Adult procedure sets out a clear response to every incident from rapid description circulation and CCTV review through to high-risk police escalation, sensitive guardianship verification and after-action review. Safeguarding flowcharts, aide-memoires for frontline teams and a standard incident report form ensure concerns are captured and escalated consistently. A training programme on child protection is being expanded to all frontline and guest-facing teams. This is supported by procedures to identify and respond to suspicious behaviour with survivor-centred safeguarding protocols. Teams are alert to children absent from school and recognise this as a potential signal of vulnerability. Every Village team knows what to notice, what to do and where to report a concern.

SCALE

Child protection at this scale is an always-on commitment and is part of what makes a destination trusted by the families it serves. The Bicester Collection's modern slavery statement is clear: a commitment to ensuring that there is no slavery or human trafficking within any part of the business or in supply chain.

As the first retail destination member of the WTTC, The Bicester Collection is using its platform to bring the wider industry together because there are no competitors in child protection.

"We are a public service the moment we open our gates. Protecting the families we welcome is how we deliver growth we can be proud of, acting with purpose today while creating responsible destinations for the future."

— Julia Pendry, Chief Risk & Compliance Officer, The Bicester Collection

Key takeaway: a family destination for luxury retail has to feel like a tranquil and safe oasis. Led by the Chief Risk Officer and backed by the Board, clear procedures support trained teams to respond quickly.



Street art by TV Boy
La Roca Village

TOUR OPERATORS

Tour operators shape the holiday before a family ever travels. They decide which experiences are sold, which suppliers are used, what customers are told and what standards partners must meet. That gives them a level of influence over child safety that few other businesses in this sector can match – and a level of responsibility to match it.

Tourism can cause harm when it exposes children through voluntourism, school or orphanage visits, homestays, informal community encounters, child labour and repeated short-term contact between travellers and children.[1]

ECPAT has documented how some orphanages in popular tourist destinations are deliberately populated with children who have families – because tourist footfall and donations depend on the presence of children. The orphanage tourism model, in its most exploitative form, is a trafficking model.[2]

Children performing in cultural shows may be placed at risk when they perform late at night, miss school, work without adequate rest, appear in inappropriate costumes or are photographed by strangers without consent. Begging may also surface in communities where wealth discrepancies exist between tourists and local residents – and where children are deployed by adults to generate income.

Child protection in tourism must not remove the joy of genuine local connection from travel. It must ensure those connections are safe, respectful and built around children's rights – not around what tourists find charming.

What's promising

The strongest tour operators are moving child protection upstream into product design – reviewing experiences before they are sold, setting supplier standards before contracts are signed, and communicating clearly with customers before they travel. Prevention at the product level is more effective than response at the destination.



CASE STUDY 1

DERTOUR GROUP

One of Europe's largest tourism businesses, operating across 16 European source markets with approximately 2,000 travel agencies, more than 30 Destination Management Companies (DMCs), 71 local offices and an estimated 15,000 employees. Purpose: To create holiday experiences that are joyful, responsible and safe, ensuring that every product sold and every destination visited meet the same standard of care for the children it touches.

MAKING CHILD SAFEGUARDING PART OF THE PRODUCT

CARE

DERTOUR Group signed ECPAT's Code in 2016 but has in recent years explicitly recognised that the risks facing children in tourism extend well beyond sexual exploitation. Today its approach addresses the risks from child labour, performances involving children, voluntourism, photography, begging, homestays and the emotional impact of repeated short-term contact with travellers. That breadth of care is reflected in a group-wide child-safeguarding policy built around product requirements, training, reporting, supplier expectations and risk analysis.

ACT

DERTOUR Group's most distinctive contribution is safeguarding by design. Rather than waiting to respond an incident, the sustainability team asks whether a product could harm a child before it ever reaches the market. School visits, orphanage visits, performances, voluntourism and homestays have all been assessed via that lens. If a risk is identified, products are adapted or removed.

The business offers annual The Code e-learning and live hotel training, delivered with certified ECPAT trainers. Child safeguarding commitments are embedded in hotel employee expectations. Multilingual reporting information, an internal hint box and the promotion of the Don't Look Away reporting platform give staff and guests opportunities to raise concerns. Supplier standards, including contractual expectations, extend the baseline beyond owned operations.

SCALE

DERTOUR Group's challenge is harmonising a common baseline while relying on NGOs, destination partners and industry bodies to make the work real in each market. Under-reporting remains one of the sector's central challenges, and "zero concerns" may point less to the absence of risk than to the need for more trusted and visible reporting routes.

DERTOUR Group participates in industry activity through the German Travel Association and runs destination workshops that bring companies, associations and local actors into the same room around shared risks. That matters to the business because tourism infrastructure is shared. The same destination hosts travellers from many operators, using the same hotels, transport networks and local economies. No single company can close those gaps.

"We focus on the products we offer and ask whether they could harm children. We listed out school visits, shows and performances that include children, visits to orphanages and all kinds of volunteer activities with children."

— Joana Meier, Human Rights Manager (Corporate Responsibility Group), DERTOUR Group

Key takeaway: safeguarding by design means assessing potential risks to children before an experience is offered, then adapting or withdrawing it where necessary.

CASE STUDY 2

One of the world's largest tourism businesses, serving 30 million customers annually across more than 460 hotels, 19 cruise ships, five airlines and 1,200 travel agencies – and recognised as Best Travel Company for Family Holidays, British Travel Awards 2025. Purpose: To make travel experiences special, responsible and safe – for every customer, in every destination, at every point in the journey.

EMBEDDING CHILD PROTECTION ACROSS THE HOLIDAY JOURNEY

CARE

TUI's starting point is a clear commitment to children's rights, embedded in its sustainability and integrity strategy and given teeth by a UK child protection policy that applies across the business. Staff are trained to identify situations where children may be at risk. The emphasis is not on reputational management but on vigilance – a culture in which child protection is understood as part of the promise of responsible travel.

ACT

TUI's concrete mechanisms for protecting children include terms and conditions that restrict travel by disclosed or known sex offenders, with bookings cancelled whenever those restrictions become known; clear escalation routes for safeguarding concerns; training for staff and destination partners; supplier expectations embedded in its Code of Conduct and customer-facing communications. TUI UK makes referrals to the NSPCC whenever staff become aware of domestic abuse, neglect or other child welfare concerns, and partners with law enforcement wherever possible. Its child protection policy also reserves the right to terminate relationships with any entity engaged in or associated with exploitation.

SCALE

With 66,000 employees and a partner network spanning thousands of hotels and destinations, scale is both TUI's greatest challenge and its greatest opportunity. Supplier standards extend child protection guidance into smaller hotels and destinations that may have fewer safeguarding resources of their own. The ambition is a consistent baseline of protection across the entire holiday journey – not just within TUI's owned operations.

Like every leading business in this space, TUI is working through real complexity: varying privacy laws, uneven national safeguarding systems, inconsistent intelligence-sharing and the challenge of influencing third-party properties across dozens of markets.

For a business recognised as Best Travel Company for Family Holidays (British Travel Awards, 2025) and Family Holidays Provider of the Year (Travel Industry Awards, 2025), continuously improving and innovating in the field of child protection is a business imperative.

"Integrity and compliance are key to success – economically, socially and in our daily interactions with one another."

— Sebastian Ebel, CEO, TUI

Key takeaway: protecting children is fundamental to a responsible, sustainable business. Every year, TUI delivers millions of memorable holidays, underpinned by safeguards that help keep children safe.



IMAGE - *Installation, Maasmechelen Village*

START HERE
FOUR QUESTIONS TO ASK

EACH "NOT YET" HELPS YOU SHAPE WHERE TO BEGIN

1. DO YOU KNOW WHO IS RESPONSIBLE?

Does your business have a named person accountable for child protection – with a clear line to senior leadership?

Yes – move to question 2.

Not yet – start at section 'CARE'. Your first move is to assign ownership. This typically sits with Sustainability, but Legal, Human Rights or Security are equally valid. What matters is that someone is named, empowered and connected.

2. DO YOU KNOW WHERE CHILDREN ARE AT RISK?

Have you worked with a technical expert to map every touchpoint where children interact with your business – across your operations, platforms and supply chain?

Yes – move to question 3.

Not yet – return to section CARE. ECPAT International, STOP THE TRAFFIK, the Tech Coalition can support this mapping. You cannot mitigate risks you have not yet seen.

3. ARE YOU ACTIVELY REDUCING YOUR HIGHEST RISKS?

Are the three most vulnerable areas of your business running active mitigation – clear protocols, trained people and a direct line to authorities?

Yes – move to question 4.

Not yet – turn to section ACT. Identify your three highest-risk touchpoints and start there. Hard Rock's QR reporting system and Volaris's crew training programme are practical models worth examining.

4. ARE YOU LEARNING AND BUILDING OUTWARD?

Are you tracking what is working, reporting internally, and partnering with others in your ecosystem to extend your impact beyond your own walls?

Yes – you are operating at scale. The question now is: what new partnerships are within reach?

Not yet – turn to section SCALE. Op Makesafe, Lantern and Fiji Aviation show what cross-sector collaboration looks like in practice. Shared intelligence protects more children than any single organisation can alone.

WHAT SUCCESS LOOKS LIKE

If you have progressed through the CARE, ACT and SCALE framework, your business should be equipped to see risk earlier, act with confidence and help make the systems around children harder for perpetrators to exploit.

From there, success should be measured by whether children are safer, whether more concerns are identified and escalated appropriately, whether harm is prevented, and whether accountability becomes stronger over time.



Street art by TV Boy
La Roca Village

INCIDENT REPORTING MAY GO UP BEFORE IT GOES DOWN

Because child exploitation is known to be under-reported, increased reporting in the early stages of your work should be treated as progress, not failure. It may mean staff, guests, young people and partners are noticing risk, trusting the process and using the routes available to them. For example, Volaris's trained teams have identified more than 250 suspected trafficking cases and enabled the rescue of 28 minors. This is a huge success story.

YOUR PEOPLE EXPRESS CONFIDENCE IN THE SYSTEM

Success means employees know what to look for, what to do next and believe that they will be supported even if a concern later proves not to be an incident. Senior Managers have become less reluctant to speak about child protection and may even be public advocates for this work.

YOUR SYSTEMS ARE CHILD-FOCUSED

You have matched your child protection systems to the risks you identified. Reporting mechanisms work efficiently because they are child-centered, survivor-informed, context-specific and connected to trusted local services rather than generic escalation routes.

RISK LEVELS HAVE REDUCED FOR CHILDREN IN YOUR COMMUNITY

Success is visible beyond the company's walls. Perhaps fewer children are exposed to exploitation on your sites or your digital platforms. It may be that fewer children are begging or working in unsafe settings in the local area. Almost certainly you have stronger referral routes to the authorities.

COLLABORATION HAS UNLOCKED NEW OPPORTUNITIES

Success means stronger referral pathways, better cooperation with law enforcement and social services, shared learning across competitors. More effective partnerships with expert organisations have contributed to your knowledge and understanding of the risks facing children in the care of your business.

These frameworks were built by businesses.

What follows was written by someone who needed them.

I was trafficked by a gang near London from the age of seven. My childhood was stolen but no one saw me. **I had no voice.**

I was sold again and again, and other children, too.
We were in hotels, we used public transport, but nobody saw me.
I was visible, but the danger I was in was invisible. There were police, there were doctors.

I ended up in hospital with many injuries as a child and no one ever spotted that I was a victim. They just saw my injuries. I used to speak to the doctors with my eyes because the gang used to tell me, if you speak, we're going to cut you in pieces and put you in the freezer.

What child can stand up against that?

I was completely terrified, completely traumatised, but I would stare at the doctors right in their eyes and I would be screaming "help me!"

That's what people missed when they saw me. They didn't see the perfect victim. They saw my behaviour. I drank alcohol. I got into fights. I stole things. I was arrested. And nobody spotted a victim. They only saw a child, a teenager with terrible behaviour.

When your employees come into contact with young people, I want you all to be curious, not judgmental. Ask yourselves why somebody could be acting like this? Why perhaps right now is there a child in the underground or on a bus or walking into a hotel with drugs in their bag?

I drank a lot of alcohol because I was traumatised and I didn't want to think. It was the only way I could cope through the night of living on the streets of London. I was 15.

I have trained hotel staff on child protection and they often tell me they did see things that made them think something was a bit suspicious. They say, "We thought we spotted something, but it was so small and I don't want to bother my boss, so we didn't say anything". The awareness training builds their confidence. Communication improves. One employee might see one small thing; then housekeeping or somebody else will see something else. And when you communicate like that, you're all bringing a piece of that puzzle.

That is how you could actually save a child's life.

So train your staff, embed them at every level, work with survivors from the beginning. Put procedures in place. You need reporting mechanisms. Business leaders in travel, leisure and entertainment need to build each other's confidence. You need to work together and share not just best practices. We need to also share when it's difficult. When we have challenges. I encourage you to talk to each other. Make a commitment and you have the power to create a whole new future.

Even if it's just one child – it could be your child.

But there will be so much more impact than that. With the scale and influence of your industry, millions of children will benefit from this initiative. I guarantee it.

Jane Lasonder
Survivor Leader

House of Lords Event, September 2026

By the time you finish reading this paper, more children will have been reported as victims of violence and exploitation.

That number does not pause while you consider your next step.

Our industry is one of the most powerful forces for human connection. It is also one of the places where children are most at risk. Those two things are true at the same time. And that is exactly why this industry must lead.

The businesses behind this paper chose to look directly at that fact. They opened their doors, shared their data, named their gaps and trusted us with their lessons. Without that honesty, this paper does not exist.

To every business that participated in the survey, and to every organisation named in these pages – thank you. You have given the industry something it did not have before. A clear picture of what good looks like. And proof that it is possible.

This paper is a living document. As more businesses act, we will continue to add their stories, their protocols and their lessons learned. If your organisation is taking steps to protect children, we want to hear from you. Share your best practices. Be featured as a case study. Help us show the industry what is possible. Contact us at DOGOOD@TheBicesterCollection.com

Child protection at scale is not an aspiration. It's a decision.

CARE. ACT. SCALE. The Time to Act is Now.

"Legacy is not about what we are remembered for.

It's about what we leave safer for those who come after us.

One decision today can change the future of a child and define the legacy of our industry."

Chantal Khoueiry
Chief Culture Officer,
The Bicester Collection

THE BICESTER COLLECTION

WORLD TRAVEL & TOURISM COUNCIL

ECPAT INTERNATIONAL

OFFICE OF THE SPECIAL REPRESENTATIVE OF THE SECRETARY-GENERAL ON VIOLENCE AGAINST CHILDREN

CARE.ACT.SCALE.

One decision today can change the future of a child and define the ***legacy*** of the travel, leisure and entertainment industry.

UnlockFuturesProtectingChildren.com



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La Roca Village

SCAN
to download Action Paper.

Get in touch with us at
DOGOOD@TheBicesterCollection.com
for more information and
to share your feedback.

This report was developed with human oversight and accountability at every stage. Artificial intelligence (AI) tools were used to support literature scanning, drafting, editing, and summarising of information collected. All AI-assisted content was reviewed, verified, and where necessary rewritten by the report team. The authors take full responsibility for the accuracy, integrity, and final content of this publication. No personal data, confidential survey responses, or identifying information about children or their families was entered into any AI system.

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