

UNLOCK FUTURES

Protecting Children in Travel, Leisure and Entertainment

Our industry has an opportunity to lead before it is required to follow.

Every year, 1 billion children experience some form of violence. Our sector intersects with their lives every day.

The Bicester Collection, through its philanthropic programme, DO GOOD, has brought together the United Nations Special Representative of the Secretary-General on Violence Against Children, ECPAT International and the World Travel & Tourism Council to launch **Unlock Futures, Protecting Children in Travel, Leisure and Entertainment**, the first initiative of its kind for the sector. Informed by expert partners, grounded in industry insights, it's designed to embed child protection into everyday business practice.

To understand where our sector stands, we conducted the first global private-sector survey on child protection – 50 businesses across more than 25 countries, collectively operating thousands of properties and reaching millions of guests every day. The findings inform the **Unlock Futures Action Paper**, the first practical guide on child protection for CEOs across Travel, Leisure and Entertainment launching October 2026 (this document is a preview).

The objective: to make child protection a non-negotiable standard.

Why this belongs on every CEO's agenda

1. **Legal exposure is rising.** *No policy can increasingly be seen as negligence.*
2. **Investors and regulators are asking questions.** Human rights risk is moving firmly into corporate reporting and governance.
3. **Reputation is a business asset.** How a business acts on issues such as child protection can directly strengthen or damage guest trust, brand loyalty and long-term value.
4. **Leaders can get ahead.** Child protection is not just risk management. It's a violation of children's rights. It's about reputation, trust and culture.

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



MY FUTURE

POSSIBLE RISKS INSIDE YOUR BUSINESS

Hotels & Accommodation

Check-in patterns, cash payments, extended DND signs, housekeeping observations. The majority of trafficking survivors report having come into contact with a hotel during their trafficking. Short-term rentals and franchise properties carry different entry points for oversight.

Gaming & Digital Platforms

Adults seeking to exploit children can initiate contact within 19 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.

Airlines, Cruise & Transport

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

Payments, Retail & Other 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.

Venues, Sport & Live Events

Major events create documented 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.

Tour Operators & Destinations

Unregulated voluntourism and orphanage tourism can offer individuals seeking access to children a route that appears legitimate, often with minimal vetting. The number of orphanages in high-tourism destinations has grown alongside tourist demand. Unvetted local guides, excursion operators and child labour in a destination’s 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.

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.

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’s the decision to start and where to start.

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.

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.

Progress, not perfection.

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

ACTIONS YOU CAN TAKE

Unlock Futures Action Paper launches October 2026.

01. CARE

Make someone accountable.

- **Nominate a 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 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, and 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 – 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 and contractors.** Guidance exists on how to do this without restructuring procurement. It’s a collaborative approach, not a compliance audit.

WHAT COMES NEXT

The full Unlock Futures Action Paper launches in October 2026. It will include:

- Case studies from surveyed organisations across hotels, airlines, gaming, venues and tour operators
- Best practices from the businesses leading on child protection in our sector
- Key resources and contacts including The Code run by ECPAT International and specialist organisations

Example

HARD ROCK INTERNATIONAL

VP of Global Social Responsibility was assigned a direct mandate and clear authority.

Result: 143,510 training sessions completed by guest-facing Team Members at hotels and casinos in just two years. Survivor-informed QR reporting live across all properties. Top Member ECPAT’s Code in 2025.

Example

THE PALACE COMPANY

Built a silent escalation protocol (the Pink Code). Staff separate suspected guests using routine hotel procedures – simulating room preparation, routine service calls – while Corporate Security coordinates with law enforcement through a secure channel, without alerting the perpetrator.

Result: Discreet, traceable, legally sound. Covers every property. Mandatory across the portfolio.

Example

SURVEYED AIRLINE

Through their partnership with ECPAT International, the surveyed airline built child protection protocols coordinated with airport police and federal authorities.

Result: What started as one airline’s training became state policy. That is what scale looks like.

A SHARED PROMISE

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.

100+ CEOs · WORLD TRAVEL & TOURISM COUNCIL GLOBAL SUMMIT · ROME · 2025

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

THIS DOCUMENT IS A PREVIEW.

THE UNLOCK FUTURES ACTION PAPER LAUNCHES OCTOBER 2026

For more information email: DOGOOD@TheBicesterCollection.com

Sources:

WHO/UNICEF · ECPAT International · Polaris Project
· FBI Aviation Crime Program · NCMEC CyberTipline
2025 · Internet Watch Foundation 2024 · AP/Reuters
· IWF/Thorn 2023–24 · Unlock Futures Private Sector
Survey 2025/26

Wall painting at La Roca Village, Spain,
by Italian street artist TvBoy, 2023.