The State of Gender Equality in the Travel and Hospitality Industry

SURVEY DATA CAPTURES INDUSTRY PERCEPTIONS AND REALITIES

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INTRODUCTION

Diversity, equity, and inclusion (DEI) is an area of intense focus and scrutiny across the travel and hospitality industry. Gender diversity, especially, is capturing attention because women represent a significant share of industry employees. A key industry theme is the challenges women face in obtaining promotions, earning the same salaries as men, and ascending into corporate leadership positions.

Recent industry research studies find:

- Travel organizations are falling behind on diversity and leadership initiatives[1].
- Women face a progressive reduction in leadership opportunities as they climb the corporate ladder[2].
- The travel and hospitality industry is making slow progress toward placing more women in leadership positions[3].

While these studies identify DEI gaps, additional research capturing a broader base of the industry's voice on gender equality and diversity in the workplace is needed to advance future progress. This report offers said research as well as potential solutions to the travel and hospitality industry's gender equality and diversity challenges.

Women Leading Travel & Hospitality[4], NAPCO Research[5], and the Cornell Peter and Stephanie Nolan School of Hotel Administration's Center for Hospitality Research[6] teamed up to conduct a workplace gender diversity study based on a wide sample of industry participants, across job levels.

The survey-based study focused on the status of DEI efforts in the travel and hospitality industry to uncover the ways organizations are addressing gender equality, while providing a reference point to measure for future progress.

[1]Gender Equity in Travel 2021, *Phocuswright*
[2]Gender Diversity and Inclusion Report, *Aptamind Partners and World Tourism Forum Lucerne, 2021*
[3]*Castell Project, 2022*
[4]*A membership-based association that connects executive women across all sectors of the travel and hospitality industry. Its mission is to unite, inspire, and empower its executive women leaders by providing resources, research, support, and motivation to achieve personal and professional growth.*
[5]*A unit of NAPCO Media LLC, which is the parent company of Women Leading Travel & Hospitality.*
[6]*Produces and disseminates high-impact applied research relevant to today's and tomorrow's hospitality industry.*

Research objectives included:

- Identify industry's perception on gender issues and the challenges women face in advancing into leadership positions.
- Evaluate industry progress over the last five years on diversity, equity, and inclusion efforts.
- Identify areas for improving gender diversity and inclusion throughout the industry, including within leadership roles.
- Gauge differences in perspective by gender on opportunities for advancement and compensation.
- Uncover tactics organizations have put into place to improve gender equality/sensitivity, such as training programs, seminars, mentorship programs, etc.
- Recommend best practices for creating gender-diverse and inclusive organizations.

KEY TAKEAWAYS

The survey data revealed the following key findings related to the state of gender equality in the travel and hospitality industry:

- The travel and hospitality industry is making progress on DEI efforts; however, there is more work to be done.
- Respondents' perceptions and experiences on issues of equality vary greatly by gender.
- Female respondents were more likely than male respondents to report that gender reduced their career advancement opportunities and that their organizations can do more to improve gender diversity and equality.
- Respondents voiced concern in open-ended comments about industry organizations talking about gender diversity but doing little to actually address it.
- Training was the most common action respondents reported taking to support workforce diversity. Other actions, such as mentoring programs, unconscious bias training, pay equity, and neutral resume review practices, were less prevalent.
- Organizations' top plans to improve gender diversity and inclusion are to increase the number of females in management positions, launch diversity training programs, and provide unconscious bias training.

RESEARCH METHODOLOGY

NAPCO Research designed and deployed an online survey to people employed in the travel and hospitality industry. The survey captured 486 responses. Here's a sampling of key respondent profiles:

- 54% of respondents work for hotels and resorts, and the rest are distributed across rental accommodations, food and beverage, travel agencies, online bookings, airlines, tourist organizations, cruise lines, and ground transportation;
- 78% are based in the United States;
- 60% of respondents are female and 40% are male;
- 69% of respondents described their ethnicity as white, 11% Asian/Pacific Islander, 9% Black, 8% Hispanic or Latino;
- Respondents held a mix of job titles at various organizational levels; and 63% of respondents have worked in the travel and hospitality industry for 10 years or more.

(See appendix for all survey demographics.)

SECTION 1: INDUSTRY DEI EFFORTS, PROGRESS, AND PERCEPTIONS

The majority of survey respondents (59%) report their organizations offer DEI programs, and 61% indicate that workforce diversity is a top organizational priority.

Even though respondents report that their organizations support DEI efforts, other research findings, both qualitive and quantitative, indicate the industry can do more to expand opportunities for all, especially women.

Responses to open-ended questions[7] offered insights on the promise, potential, progress, and pitfalls of DEI programs in the travel and hospitality industry:

- "Gender diversity and inclusion is a constant topic now at the C-level and there are real goals in organizations around promoting a diverse workforce. This is a huge improvement."
- "It's positive to see more travel companies issuing public commitments to DE&I, which they can be held accountable to, but you rarely see updates on the progress."
- "While I've witnessed positive changes to support greater DEI, I can't say that I've seen much change in actual behavior or policy. We're still at the early phases and just the start of the conversation. I think the intentions are there and some companies have made bigger leaps than others, but as an overall industry, we have a lot further to go."

[7]Quotes represent a compilation of common comments from respondents.

"While I've witnessed positive changes to support greater DEI, I can't say that I've seen much change in actual behavior or policy."

- "My company (Fortune 100) has instituted formal DEI efforts, including the appointment of a chief diversity officer, unconscious bias training, executive mentorship, and employee resource groups committed to representing our diverse workforce, to name a few. This is a BIG DEAL for my company, and this is all new within the last five years."
- "There has been a lot of talk about improving gender diversity in the hospitality industry; however, there have been few institutional changes that have made it possible for diversity in leadership roles to occur. The changes that have occurred are thanks to organizations such as Castell Project[8] and 20|20 Women on Boards[9]."
- "I see inclusion and diversity positions being created and more focus put on activities to support. However, I still see a lot of 'check the box' in regard to outcomes vs. storytelling and impacts with longevity."

DEI PROGRESS IN THE LAST 5 YEARS

Survey participants rated the industry's progress over the last five years on various diversity, equity, and inclusion areas. These results are a starting point for future studies to benchmark progress. For each area, respondents were asked if progress greatly improved, somewhat improved, stayed the same, worsened, or greatly worsened; these answer options were converted into numerical scores. Table 1 explains the scoring system and compares how all respondents rated the industry on key DEI areas.

Overall, and across genders, survey respondents believed:

- The industry progressed the MOST on embracing a culture of workforce diversity and inclusion and attracting a more diverse workforce.
- The industry progressed the LEAST on retaining a diverse workforce and actions to better support diverse employees.
- Female respondents scored progress on promoting women into leadership positions lower than male respondents.

[8] *The Castell Project is a nonprofit organization that provides hospitality companies tools and support to accelerate the leadership development of their high-potential women.*
[9] *Today known as 50/50 Women on Boards, the group is global, nonprofit education and advocacy campaign focused on accelerating the movement of gender-balanced corporate boards. The group produces the* 50/50 Women on Boards Gender Diversity Directory and Index.

Table 1: **Respondents' Scores on Industry DEI Progress**

Q. Over the last 5 years, in your opinion, how has the travel and hospitality industry improved/ progressed in the following areas:

	Means Total, *n=382**	**Means Female,** *n=229*	**Means Male,** *n=152*	**Difference Btw Male and Female**
Embracing a culture of workforce diversity and inclusion	7.14	6.94	7.43	0.49 **Least Different**
Attracting a more diverse workforce (e.g., employees with a broad range of experiences, races, genders, ages)	7.11	6.84	7.50	0.66
Promoting women into leadership positions	6.90	6.48	7.52	1.03
Changing workplace conditions to better support more diverse employees	6.58	6.14	7.24	1.10 **Most Different**
Retaining a more diverse workforce	6.27	5.94	6.67	0.82

Results scored on scale of: Greatly Improved = 10, Somewhat Improved = 7.5, Stayed the Same = 5, Worsened = 2.5, Greatly Worsened = 0
**Includes one respondent that identified as nonbinary.*

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Respondents reporting that the industry has developed a more diverse and equitable work environment over the last five years were more likely to be working at organizations that offer diversity training, formal mentoring/leadership programs, employee resource groups (ERGs), equity in pay scales, and instituted efforts to eliminate hiring bias.

PERSPECTIVES ON GENDER'S INFLUENCE ON CAREER ADVANCEMENT

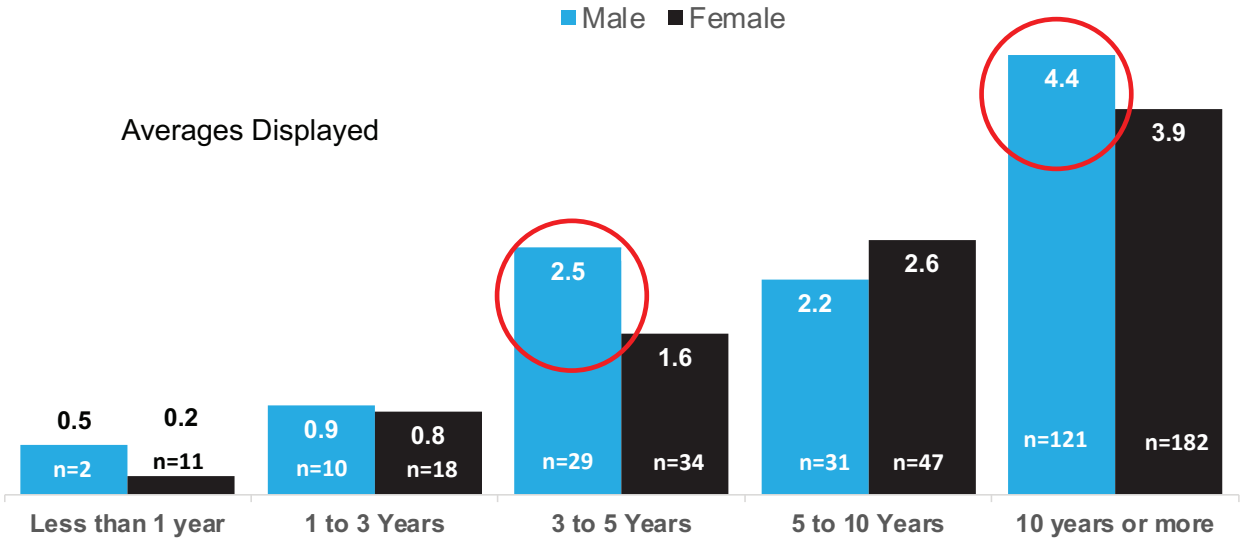
The survey asked respondents to clarify the role gender played in job promotions and career advancement. The top response for female respondents was that gender had a negative impact on career advancement, cited by 43% of women respondents. Only 11% of male respondents reported gender impeded career advancement. More than one-third of male respondents (35%) reported that gender had a positive impact on their career advancement, and 30% said the same for work promotions. Half of male respondents believed their gender played no role in either.

The top response for female respondents was that gender had a negative impact on career advancement, cited by 43% of women respondents. Only 11% of male respondents reported gender impeded career advancement.

In terms of actual promotions, male respondents were promoted more frequently and faster than female respondents. ***Figure 3*** shows how many times female and male respondents were promoted against how many years they worked in travel and hospitality. For all time frames but one, male respondents, on average, reported more promotions than female respondents.

Figure 3: **Promotions Over Time: Male vs. Female**

Q. How many times have you been promoted during your career in the travel and hospitality industry?
Q. How many years have you worked in the travel & hospitality industry?



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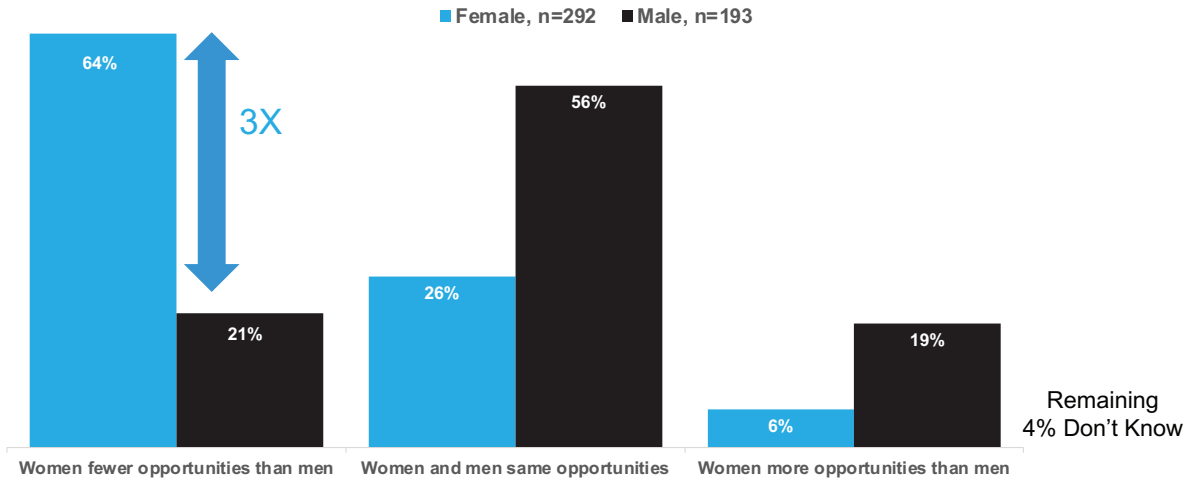
Promotions based on equality focus on a person's experience and job performance. Survey responses, however, tell a different story. Female respondents lagging male respondents in promotions may be the result of gender bias rather than work experience and competency.

The following open-ended survey question response reflects a common opinion among respondents on equality in promotions: "While many companies claim to be embracing a culture of diversity, few actually carry through with any actions. Women still have fewer opportunities to advance, and, often, there is a significant gender pay gap."

Responses from another survey question identified a disparity in opinions, by gender, on career opportunities for women (***Figure 4***). Female respondents were three times more likely than male respondents to report that women have fewer career advancement opportunities than men in the travel and hospitality industry. Male respondents were more than two times more likely to report women and men had the same career advancement opportunities.

Figure 4: **Perceptions of Career Opportunities for Women**

Q. Which statement best describes your observations of career opportunities for women in the travel and hospitality industry?



Select One Response

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In addition, 63% of female respondents believe they must work harder for recognition and acceptance because of their gender compared to 22% of male respondents who feel the same. Nearly three-quarters of male respondents (74%) didn't believe their gender required them to work harder for recognition and acceptance.

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DIFFERENT PERSPECTIVES AT THE C-LEVEL BY GENDER

Segmenting survey responses by job level and gender (***Tables 2 and 3***) reveal differences in perspective on the parity of career opportunities for women and men. Two-thirds of female executives and senior managers participating in the survey believe women have fewer opportunities than men, while male respondents at the same job level indicate women have the same opportunities as men.

Table 2: **Female Responses: Perceptions on Opportunity by Job Level**

Q. Which statement best describes your observations of career opportunities for women in the travel and hospitality industry?

	Total Response, *n=292*	**Executive Level,** *n=38*	**Senior Management,** *n=142*	**Middle Management,** *n=54*	**Team Member/ Staff,** *n=55*
Women and men have the **SAME** opportunities	26%	21%	30%	20%	24%
Women have **MORE** opportunities than men	6%	5%	4%	11%	5%
Women have **FEWER** opportunities than men	64%	68%	63%	65%	65%
Don't know	4%	5%	3%	4%	5%

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Table 3: **Male Responses: Perceptions on Opportunity by Job Level**

Q. Which statement best describes your observations of career opportunities for women in the travel and hospitality industry?

	Total Response, *n=193*	**Executive Level,** *n=68*	**Senior Management,** *n=81*	**Middle Management,** *n=28*	**Team Member/ Staff,** *n=14*
Women and men have the **SAME** opportunities	56%	49%	67%	46%	50%
Women have **MORE** opportunities than men	19%	24%	15%	18%	29%
Women have **FEWER** opportunities than men	21%	25%	16%	29%	7%
Don't know	4%	3%	2%	7%	14%

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This is an important finding for any organization considering efforts to create a more gender-diverse workplace because it emphasizes the importance of including female employees in the discussions and planning of those efforts. In order to create a more gender-diverse workplace, the people responsible for that planning and decision making must be a diverse mix.

INCLUDE WOMEN IN DEI DECISIONS

Female survey respondents believe gender plays a more influential role in hindering their career advancement than male participants. This difference in perspective points to the importance in including women in discussions on DEI efforts, policy, and procedures that will affect them. Taking this step ensures that female employees' needs are met; programs address real, not perceived issues; and changes lead to progress.

GENDER GAP ON EARNINGS, ADVANCEMENT, AND PEER RESPECT

Respondents rated, on a scale of one to 10 (one being not equal at all and 10 being completely equal), how women fare relative to men on earnings growth, career advancement opportunities, and respect of peers. ***Table 4*** displays the scores for the question by total, female, and male responses.

Female respondents gave lower scores than male respondents for all three areas. Despite this difference in perception, male and female respondents ranked attributes in the same order, with respect of peers scoring the highest, followed by advancement opportunities, and lastly earnings growth.

Table 4: **Women's Equality to Men on Earnings, Advancement, and Peer Respect**

Q. On a scale of 1 to 10, where 1 is not equal at all and 10 is completely equal or better, rate how women are progressing compared to men in the travel and hospitality industry on the following attributes:

	Means Total, *n=486**	**Means Female,** *n=292*	**Means Male,** *n=193*	**Difference Btw Male and Female**
Earnings growth	6.2	5.2	7.5	2.3 **Highest**
Advancement opportunities	6.6	5.8	7.7	1.9
Respect of peers	7.2	6.6	8.0	1.4 **Lowest**

**Includes one respondent that identified as nonbinary.*

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Responses to questions on compensation mirror a broader workplace trend that women tend to earn less than their male counterparts. According to Bureau of Labor Statistics data[10], in 2020, women earned 82 cents for every $1 a man makes.

[10] *5 Facts About the State of the Gender Pay Gap | U.S. Department of Labor Blog (dol.gov) https://blog.dol.gov/2021/03/19/5-facts-about-the-state-of-the-gender-pay-gap*

Over half of female respondents, 51%, believe their gender had a negative impact in getting a salary increase. Male respondents have the opposite perspective, with over half (55%) indicating gender played no role in getting compensation increases.

Over half of female respondents, 51%, believe their gender had a negative impact in getting a salary increase. Male respondents have the opposite perspective, with over half (55%) indicating gender played no role in getting compensation increases, while one-third said it had a positive impact.

Grouping responses to an open-ended question offered the following commentary on the gender-based pay disparity:

- "Equal pay is a BIG problem, especially at higher-up positions."
- "It's been a long road but there are now many, many more women than when I entered my first position in hospitality. Many women, however, are still making less … significantly … money than men."
- "Lack of pay transparency in external and internal job postings, and not publishing internal pay scale ranges, continues to harm women and diverse workers the most."
- "Lack of transparency around compensation."
- "There is still a significant salary discrepancy between male and female professionals performing the same job, with the same experience and skill set."

FIX THE PAY GAP

Equitable compensation is a requirement for creating a gender-diverse workforce. It's time for the industry to eliminate the pay gap. Organizations can take several steps to remediate existing gender compensation disparities and prevent new ones. Consider implementing the following:

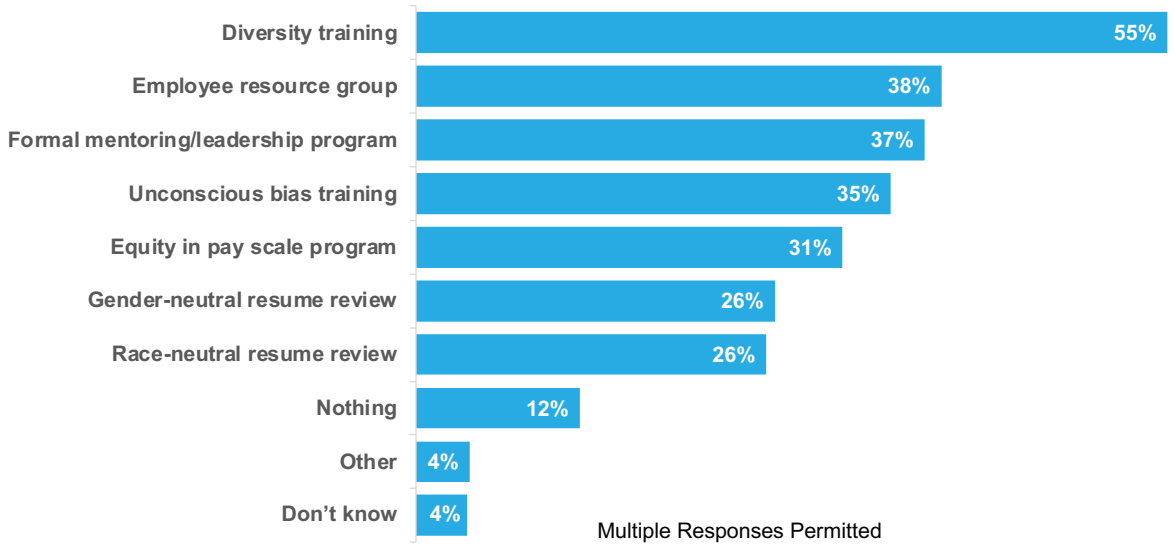
- Create transparent compensation systems with consistent metrics around performance and advancement.
- Audit salaries on a regular basis to assess pay equity.
- Share salary bands for job positions during the application and interview process.
- Consider implementing standard pay ranges or guidelines for each position or job classification.

SECTION 2: ACTIONS ORGANIZATIONS ARE TAKING TO INCREASE DIVERSITY

The top action (***Figure 5***) respondents say their organization is taking to support and increase workforce diversity is training (55%). While training educates staff in supporting diverse workplaces, other actions more focused on inclusion, such as mentoring programs, unconscious bias training, pay equity, and neutral resume review practices, were less prevalent in respondents' organizations. Only 12% reported their organizations did nothing to support workforce diversity.

Figure 5: **Programs to Support Workforce Diversity**

Q. Which of the following does your organization offer to support or increase workforce diversity?



n=486 Respondents working in the travel and hospitality industry

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Over one-third (38%) of respondents work in organizations that offer at least one ERG. Creating these groups can help build more inclusive work environments. Also known as affinity groups, an ERG is a subgroup of employees within an organization who share distinctive qualities, interests, or goals. These groups have emerged as a standard component of diversity and inclusion initiatives. Nearly 90% of all Fortune 500 companies have ERGs[11].

[11]Taking Employee Resource Groups to the Next Level, *Bentley University, 2016*

EXPAND DEI EFFORTS

Programs that educate staff and institutionalize diversity and inclusion into an organization's culture are fundamental to building more diverse and inclusive organizations. Training is a great start, but programs that result in equality in hiring, compensation, advancement, and opportunity — e.g., unconscious bias training, equity pay scale programs, gender/race-neutral hiring practices, mentoring programs — also need to be in place.

RESPONDENTS' RATING OF THEIR ORGANIZATIONS' PROGRAMS

A common theme in the survey results is that women believe gender plays a more influential role in hindering their career advancement than men. Overall, female respondents gave lower scores to their organizations on their programs for supporting inclusiveness, compensation practices, advancement opportunities, and programs that support working parents (***Table 5***).

Female respondents' scores on their organization's compensation plans, compared to male respondents, may be an indicator that they're not earning equal pay.

Table 5: **Respondents Ratings of Their Organization's DEI Effort**

Q. On a scale of 1 to 10, where 1 is the lowest and 10 is the highest, how would you rate your organization on the following attributes.

	Means Total, *n=486**	**Means Female,** *n=292*	**Means Male,** *n=193*
Diversity inclusion	7.1	6.7	7.6
Gender inclusion	7.3	6.9	8.0
Compensation plans/salary	6.6	5.9	7.5
Opportunities for advancement/promotions	6.8	6.3	7.7
Programs that support working parents	6.1	5.4	7.0

**Includes one respondent that identified as nonbinary.*

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Respondents — regardless of gender — gave programs for supporting working parents (e.g., flex time, dependent care flexible spending, childcare referral services, on-site childcare) the lowest scores. These are programs that support working parents as they try to balance work and home life while not sacrificing career advancement. Not offering these types of programs tends to have a more negative impact on the career paths of female employees than male employees.

A common sentiment among survey participants was to "offer flexibility to working mothers." As one survey respondent noted, "Both within my organization and our overall industry, the biggest opportunity to increase gender diversity is to re-evaluate the definition of 'work-life balance' and to stop pushing an agenda that requires leaders to work 50+ hours a week. ... It's unsustainable, unfair, and limits women from growing while also trying to balance roles (or potential roles) as a mother. Women, and even men for that matter, shouldn't have to feel pressured to choose between family or a career in hospitality."

When asked to rate their organizations on various DEI factors, respondents gave the lowest score to programs supporting working parents.

OFFER PROGRAMS TO SUPPORT WORKING PARENTS

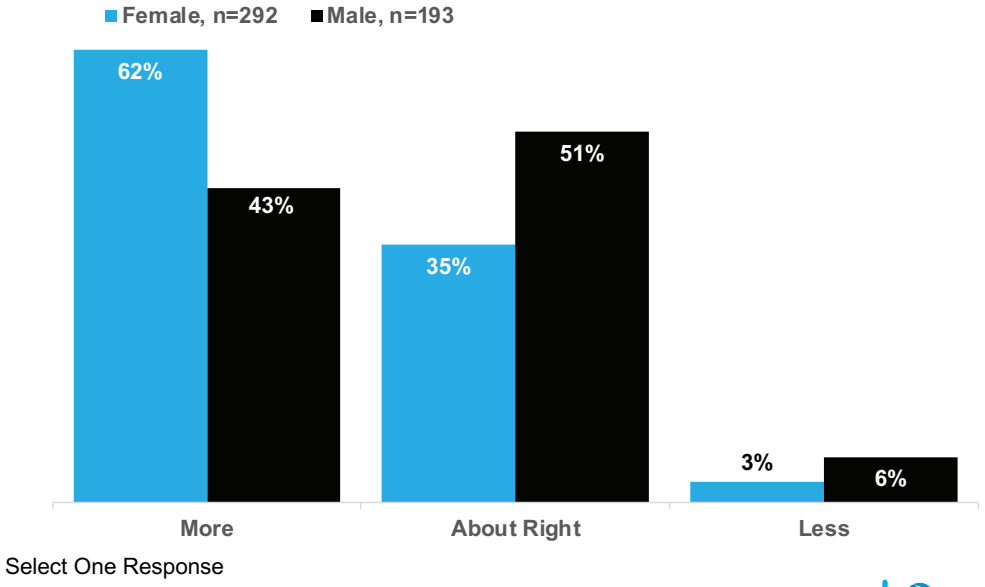
Overall, when asked to rate their organizations on various DEI factors, respondents gave the lowest score to programs supporting working parents. These types of programs enable many women to keep jobs and not have to sacrifice career advancement for family. These programs also are attractive to job seekers, can increase staff retention, and help create a more diverse workforce.

FEMALE RESPONDENTS BELIEVE THEIR ORGANIZATIONS CAN DO MORE

Close to two-thirds of female respondents believe their organizations can do more to increase workplace diversity (***Figure 6***), while over half of male respondents believe their organizations are doing the right amount to increase gender diversity. Few respondents think their organization should do less with regard to increasing workplace gender diversity.

Figure 6: **Assessing Efforts to Increase Gender Diversity**

Q. Do you think your organization should be doing more or less to increase gender diversity at your workplace, or is the current amount of effort to increase gender diversity about right?



n=486 Respondents working in the travel and hospitality industry

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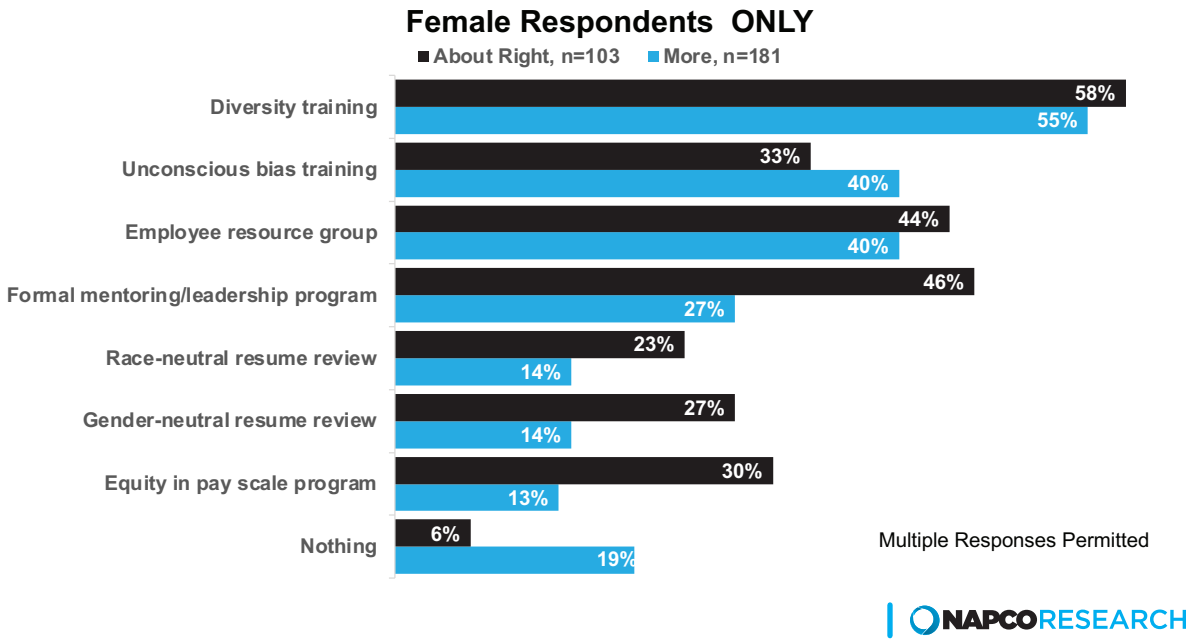
Comparing female responses on diversity efforts, those indicating their organizations have it "about right" compared to those saying "more" can be done (***Figure 7***) reveals those satisfied with their organization's current DEI efforts tended to work in places with an ERG and programs for mentoring and/or leadership development, equity in pay scale, and gender neutral resume review. Having these types of programs in place can produce a positive impact on employee morale, leading to more engaged and productive workers.

Figure 7: **Female Respondents Satisfied With Their Workplace Offered More**

Q. Which of the following does your organization offer to support or increase workforce diversity?



SUPPORT MENTORSHIP/LEADERSHIP PROGRAMS

Survey respondents indicated the industry can do a better job at promoting women into leadership positions. To address that challenge, mentorship and leadership programs can be launched to develop leadership candidates and open the door to new opportunities. These can be internal programs or participation in industry organizations.

MEASURE DEI PROGRAM SUCCESS

A key part of the success of any DEI initiative is monitoring, measuring, and adapting programs based upon the data that has been collected. Therefore, the survey asked respondents that worked for companies with DEI programs if their organizations measured the results of their programs. Two-thirds of respondents (67%) report their organizations measure the effectiveness of their workforce diversity efforts, while 11% said their company didn't measure. Nearly one-quarter (23%) of respondents don't know if their organization measures the effectiveness of its workforce diversity efforts, indicating a lack of transparency.

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In an open-ended question, respondents reported their organization used the following methods to measure the success of workforce diversity efforts:

- "Quarterly audits and surveys."
- "Annual survey."
- "Our DEI Global Advisory Council has developed a three-year road map that we are measured against. All executives and senior managers have individual goals related to DEI that are tied to incentive compensation. They have an auditing process that is done by a committee outside the company."
- "Through KPIs set in the strategic plan and the DEI master plan."
- "Diversity metrics on headcount, leadership headcount, new hires, promotions, employee engagement."
- "Employee NPS (net promoter score)."
- "Third-party organization."
- "HR has OKRs (objectives and key results) that they report on a quarterly basis to the rest of the company. One of their current OKRs is to increase the diversity of their senior and above leadership roles."

MEASURE PROGRAM RESULTS

Two-thirds of respondents with workforce diversity programs said their organization measures the performance of its program(s), while 11% do not and 23% don't know. This indicates the majority of organizations understand the importance of measuring the performance of their workforce diversity programs and as such are doing so. However, given the importance of program measurement, it's an area that organizations should continue to investigate and improve methods. Measuring the effectiveness of gender diversity actions is essential for creating programs that succeed. Remember the adage, what cannot be measured cannot be improved.

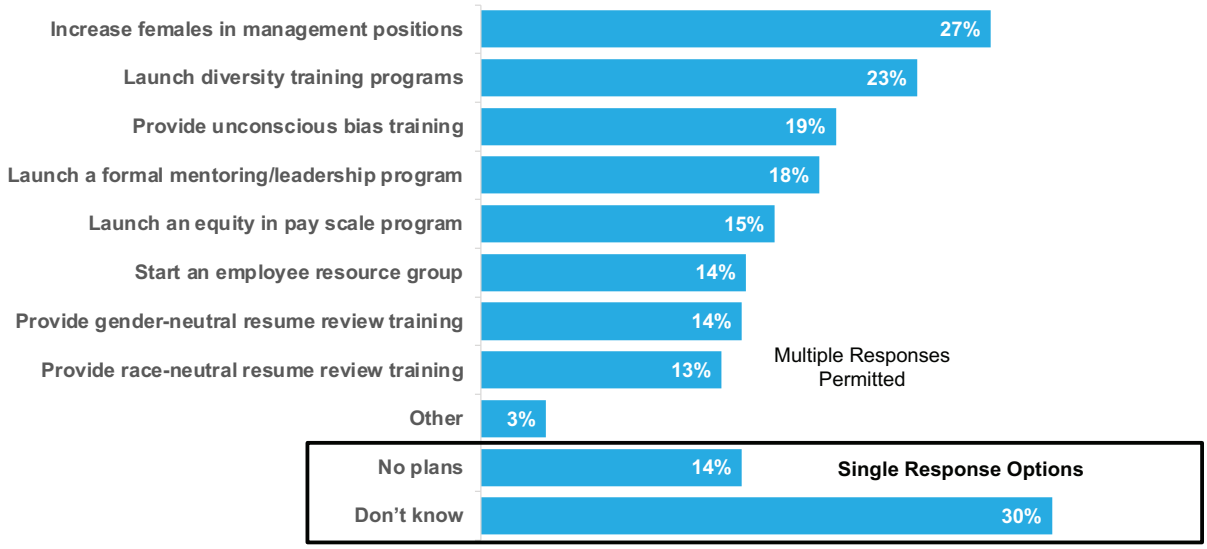
SECTION 3: PLANS AND RECOMMENDATIONS FOR ADVANCING DEI

In the next 12 months, respondents expect their organizations will pursue a mix of actions to support gender diversity and inclusion (***Figure 8***). Yet, the **top response** for this question (30%) was respondents didn't know their organizations' upcoming plans for supporting gender diversity and inclusion, possibly indicating a lack of internal communication or plans in place — 14% of respondents did firmly report their organizations had no plans.

The top three actions respondents expect their organizations will pursue to improve gender diversity and inclusion are increasing the number of females in management positions, launching diversity training programs, and providing unconscious bias training. Only 18% expect to launch formal mentoring or leadership programs, while 15% expect the institution of an equity in pay scale program — two key programs that support inclusion and equity.

Figure 8: **Company Plans to Support Gender Diversity and Inclusion**

Q. What are your company's plans for the next 12 months when it comes to gender diversity/ inclusion?



n=470 Respondents working in the travel and hospitality industry

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Even though respondents expect their organizations will increase the number of women in management positions over the next 12 months, survey responses identified a perceived gender bias in promotions and career advancement opportunities for women compared to men.

EDUCATE EMPLOYEES ON EFFORTS

Like any company program or initiative, education is key for making sure employees are aware of programs and how they can use them to their benefit. A diversity program's value depends on employee usage of it. When survey respondents were asked to identify their organization's plans on gender diversity/inclusion, 30% didn't know what they were. Employees can't support and participate in programs if they don't know they exist. Programs that educate staff and institutionalize diversity and inclusion into an organization's culture are fundamental to building diverse and inclusive organizations.

When survey respondents were asked to identify their organization's plans on gender diversity/inclusion, 30% didn't know what they were.

REFOCUS HIRING PRACTICES

Creating a diverse workforce begins with hiring. Survey results show practices to hire diverse staff are lacking. A little over a quarter of respondents (26%) have gender-neutral or race-neutral resume review processes in place. In addition, respondents report actions that build diverse workforces, such as mentorship, equal pay, and bias elimination, are not common. Travel and hospitality organizations that change recruiting and hiring processes to eliminate biases are better positioned than competitors to access a more diverse and qualified talent pool. Furthermore, they are better positioned to retain diverse talent.

VOICE OF THE INDUSTRY: SUGGESTIONS FOR IMPROVING DIVERSITY

Respondents' answers to an open-ended question on how their organizations can improve gender diversity and inclusion within their organizations touched on many areas, including offering programs focused on mentorship, reducing hiring bias, supporting working parents, and adjusting gender wage gaps.

Here's a sample of responses to the question:

- "Offer women leadership/mentorship programs, end nepotism, acknowledge the 'boys club' exists, and reduce/limit activities that further divide groups based on their gender."
- "Offer mentoring programs and survey employees on their perceptions and experiences."
- "A great start would be to stop looking only within the good 'old boys club' when hiring senior level positions! Expand the job candidate search when hiring."
- "Improve the recruiting process with anonymized resume screening."
- "Gender-neutral resume reviews, more managerial training on gender biases, and make sure there is no gender bias regarding salary (and share compensation publicly)."
- "Adjust the wage gaps that are currently in place; create a mentor/support group to help those interested in advancing their career; approve some sort of paid parental leave."
- "Offer unconscious bias training, standardize interview processes and make them more objective."
- "Support inclusive hiring practices and assess and eliminate bias in salaries."

RECOMMENDATION SUMMARY

Survey findings indicate that organizations within the travel and hospitality industry can expand upon and improve their efforts to create more gender-diverse workplaces where all staff have access to the same career advancement opportunities and compensation. Here is a summary of recommendations uncovered by the survey data for industry organizations to consider pursuing to create a more gender-diverse workplace:

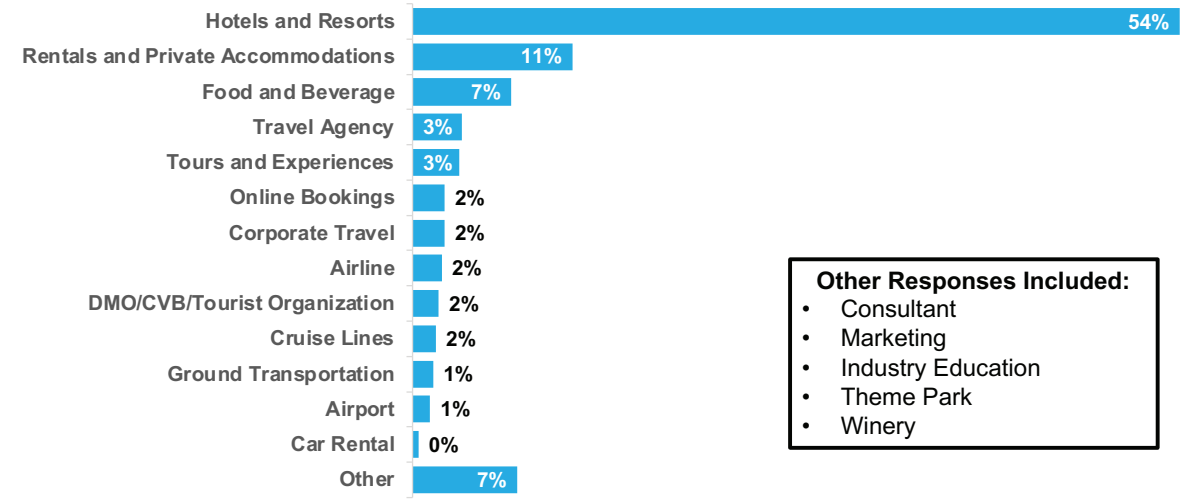
- **Include women in decisions regarding diversity and inclusion policies and programs.** The survey revealed that female and male respondents have different workplace and advancement experiences and perceptions. Including a diverse mix of voices in the conversation ensures that DEI programs meet and address real needs of female employees, not perceived issues.
- **Identify and adjust compensation disparities between male and female employees.** There are compelling reasons for organizations to assess their compensation practices and take an intentional approach to pay equity. Organizations that pay women less than men may lose valuable talent and face challenges in recruiting top talent. Equitable compensation is a requirement for creating a gender-diverse workforce.
- **Invest in programs that support working parents.** Respondents scored their organizations the lowest on availability of programs designed to support working parents, such as flex time, dependent care flexible spending, childcare referral services, and on-site childcare. These types of programs are attractive to job seekers and employees who do not want to sacrifice career advancement for family.
- **Offer mentorship/leadership programs to develop staff and offer advancement opportunities.** Organizations can build internal programs or participation in industry organizations. Building a talent and leadership pipeline is critical to ensuring the future success of any organization; established mentorship and leadership programs, accessible to all levels of employees within an organization, is a step to achieving that goal.
- **Eliminate recruiting and hiring biases to attract diverse and qualified talent.** Survey results show practices to hire diverse staff are lacking. Creating a gender-diverse workforce starts with hiring, so mitigating bias early on in the hiring process is important. For example, an immediate step your organization can take is to implement gender-neutral or race-neutral resume review processes.
- **Promote and educate staff on DEI programs.** Employees can't support and participate in DEI programs if they don't know they exist. Education programs can institutionalize diversity and inclusion into an organization's culture. Be transparent with current employees on the programs that are available to them as well as the benefits they offer. In addition, promote these programs when recruiting new talent, as they are increasingly being sought out by job seekers. People want to work for organizations that support gender diversity and equality.
- **Regularly measure DEI program results and investigate ways to improve future methods.** Measuring the effectiveness of gender diversity actions is essential for creating programs that deliver results. Collect the necessary data (e.g., the number of women in leadership positions, pay equity) and then take action upon it.

APPENDIX: RESPONDENT PROFILES

Figures A-1 through ***A-6*** show key survey respondent characteristics.

Figure A-1: **Primary Business Focus**

Q. Which of the following best describes your organization's primary focus in the travel and hospitality industry?



n=486 Respondents working in the travel and hospitality industry

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Figure A-2: **Location of Respondents**

Q. Where is your organization located?

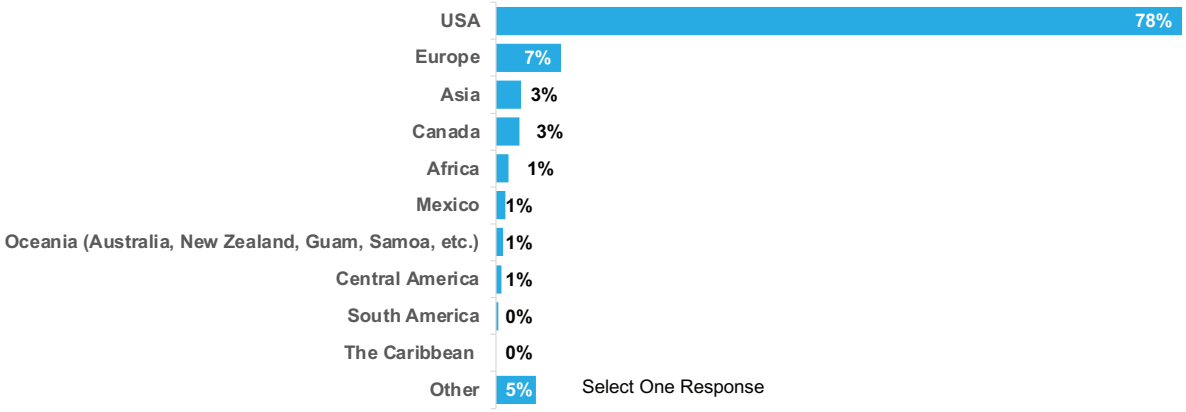

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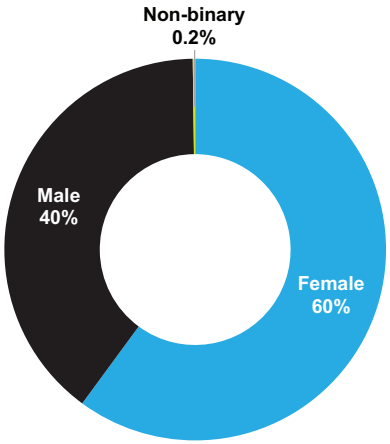
Figure A-3: **Gender and Ethnicity**

Q. What is your gender?



Q. Please specify your ethnicity.

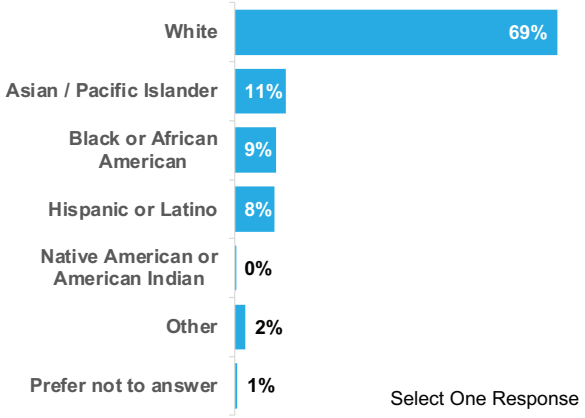


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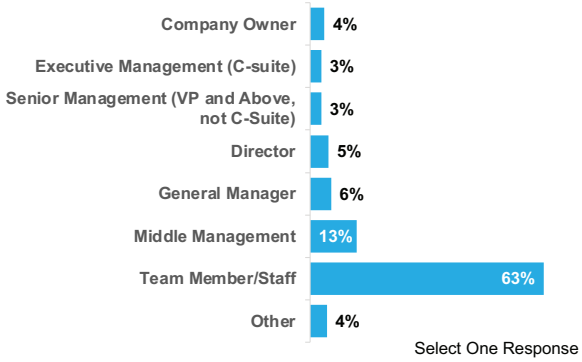
Figure A-4: **Job Levels — Beginning of Career vs Current**

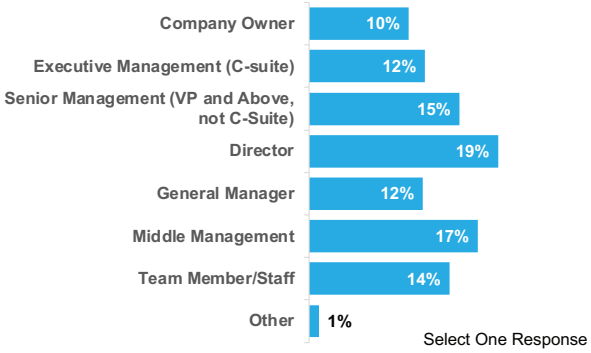
Beginning of Career

Q. Which of the following best represents the job level where you began your career in the travel and hospitality industry?



Current

Q. Which of the following best represents your job level within your organization?



n=448 Respondents working in the travel and hospitality industry

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Figure A-5: **Education Levels**

Q. What is the highest level of education you have completed?

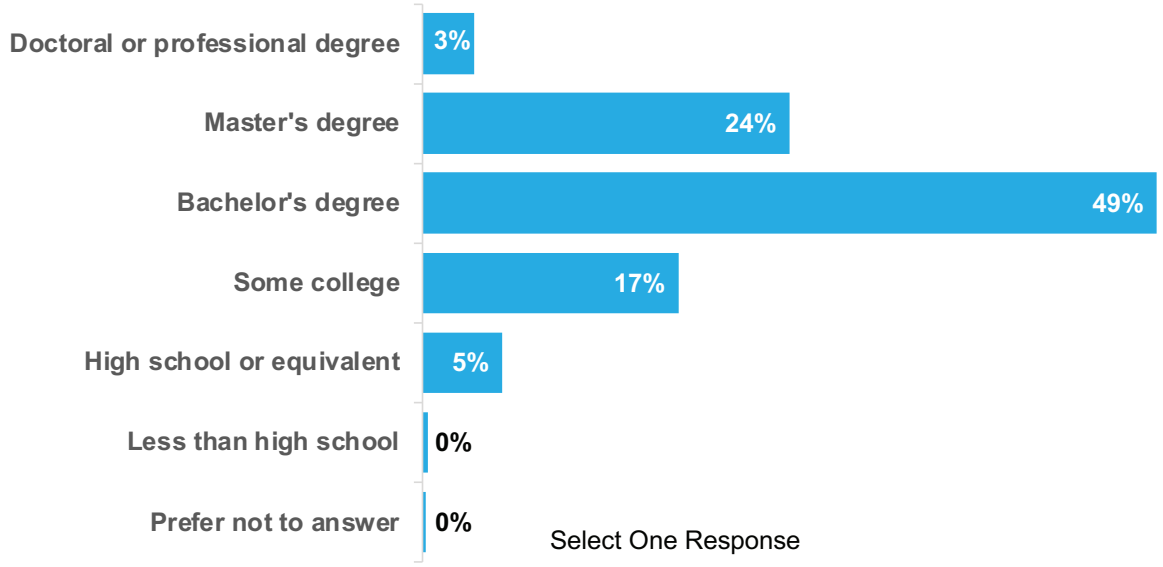

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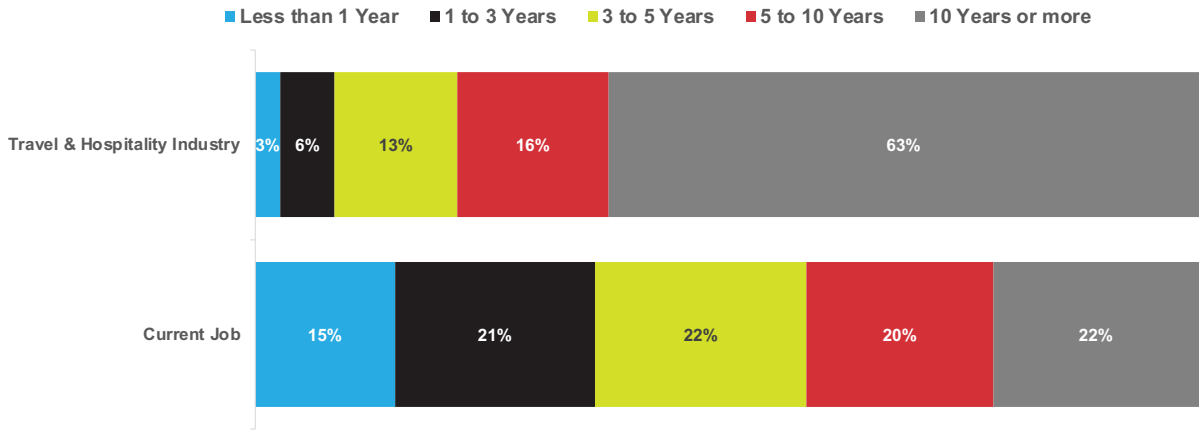
Figure A-6: **Years in Industry and Current Job**

Q. How many years have you worked in...?



n=486 Respondents working in the travel and hospitality industry

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WHO WE ARE

Nolan
Cornell
SC Johnson College of Business
CENTER FOR HOSPITALITY RESEARCH

The Center for Hospitality Research (CHR) is an industry engagement center at the Cornell Peter and Stephanie Nolan School of Hotel Administration at Cornell University. In support of its mission to advance hospitality research and thought leadership, the CHR collaborates with its global community of scholars to translate their pioneering, hospitality-relevant academic research into actionable, industry-accessible reports, and its annual events, which bring together diverse groups of academic researchers, industry professionals, and students, catalyze the exchange of new ideas that help move the industry forward.

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WHO WE ARE

WOMEN LEADING | TRAVEL & HOSPITALITY™

Women Leading Travel & Hospitality is a membership-based association that connects executive women across all sectors of the travel and hospitality industry. Its mission is to unite, inspire and empower its community of executive women leaders by providing unparalleled resources, support and motivation to achieve personal and professional growth. For more information, visit womenleadingtravelandhospitality.com

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WHO WE ARE

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NAPCO Research crafts custom data-centric solutions that leverage our highly engaged audiences across the markets in which we operate, our industry subject matter experts and in-house research expertise. We partner with our clients to identify their unique business problem and create solutions that enable deeply informed decision-making.

NAPCO Research can help with:

- Business goal prioritization
- Opportunity discovery
- Market segmentation
- Landscape insight
- User needs and wants
- Product features and functionality
- Content marketing strategy
- Sales strategy and tactics
- Market conditions
- Benchmarking
- Industry trends
- Brand awareness

Contact research@napco.com to talk with our analysts and find out how we can help you with your research needs.

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