



# **Diversity and Inclusion in the U.S. Hotel & Lodging Industry Employer Survey Results**

**OCTOBER 2022**

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## EXECUTIVE SUMMARY

The American Hotel and Lodging Foundation (AHLAF) contracted BW Research Foundation to produce a baseline report investigating diversity, equity, and inclusion (DE&I) in the hotel and lodging industry, with special attention paid to AHLAF member companies and locations.<sup>1</sup>

The demographic data for 2021 represents a total of 1,840 locations and 252,750 hotel and lodging industry employees across AHLA member companies in the United States.

This report explores gender, racial, and ethnic representation in the industry overall as well as in front-line, management-, and executive-level positions. An examination of company values and goals with regards to diversity and inclusion was conducted through an exploration of company policies and programs for hiring with gender, racial, and ethnic equity in mind as well as supporting workers in their career advancement across the industry.

The following key findings are based on results from the employer survey outreach.

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<sup>1</sup> A location represents a single business establishment, defined as a place or structured occupied by a firm to run its operations. A company or firm may have multiple business establishments, or locations.

# KEY FINDINGS

## TOPLINE INSIGHTS

1. There is higher overall diversity in hotel and lodging compared to the national average and other industries, such as construction, accommodation and food services, retail, and arts, entertainment, and recreation
  - a. 54% female workers vs. 47% national average
  - b. 38% Hispanic workers vs. 18% national average
  - c. 28% Black or African American workers vs. 12% national average
2. Diversity and representative lowers in management- and executive-level positions. Traditionally underrepresented groups are more likely employed in front-line positions compared to management or executive positions.
  - a. Management: 53% female and 36% non-White
  - b. Executive: 43% female and 24% non-White<sup>2</sup>
3. Companies value DE&I initiatives and programs. Most have anti-discrimination policies. Two-thirds have D&I training and awareness events. Areas of opportunity to support ethnically/racially underrepresented talent include mentorship, targeted hiring, and formal promotion policies.

## OVERALL, MANAGEMENT-, AND EXECUTIVE-LEVEL DEMOGRAPHICS

**Compared to national and industry averages across gender, race, and ethnicity, the hotel and lodging industry is more diverse.** Women account for a higher share of employment in the hotel and lodging industry (54.4 percent) compared to the national average (47.0 percent) and other industry sectors like construction, accommodation and food services, and retail trade. Hispanic or Latino workers represent a significantly higher share of hotel and lodging industry workers (38.3 percent) compared to the national average (18.0 percent) and these other industry sectors. The percentage of Hispanic or Latino workers in the hotel and lodging industry is 20 percentage points higher than the overall national average of Hispanic or Latino workers in the United States. In terms of race, white individuals are the most represented workers in the hotel and lodging industry (44.0 percent), followed by Black or African American individuals (27.5 percent). The hotel and lodging industry has three times the national average of Asian workers in front-line positions and 1.5 times the national average for management-level positions (see Figure 1, Figure 2, and Figure 3).

The share of Hispanic or Latino workers in the hotel and lodging industry is 20 percentage points higher than the national average. However, Hispanic or Latino workers are less represented in management- and executive- level positions.

<sup>2</sup> The survey does not ask about cross-sectional demographics, such as the number of female workers who are Black or African American, which mirrors the methodology and reporting structure at the federal level for the Bureau of Labor Statistics. Because of this, there is double counting across percentages. For example, women are counted in gender, racial, and ethnic categories or percentages.

**Women are well-represented in the overall hotel and lodging industry and at the management level but significantly underrepresented in executive-level positions.** Representation of women in the overall hotel and lodging industry is seven percentage points higher than the national workforce average of 47.0 percent. Across management positions, the percentage of women is slightly lower than the overall percentage of women employed in the industry. At the same time, the percentage of women at the executive level is four percentage points lower than the national average and eleven percentage points lower than the overall industry representation. Nationally, management positions are 37.7 percent female.

**Hispanic or Latino individuals are well-represented in the overall hotel and lodging industry and in front-line positions.** The percentage of Hispanic or Latino workers in the overall industry is 20 percentage points higher than the national average. While approximately one in four management-level workers are Hispanic or Latino, management-level representation is more than ten percentage points lower than the overall industry representation. At the same time, nationally, management positions are 11.3 percent Hispanic or Latino. At the executive-level, one in ten workers is Hispanic or Latino; this is approximately eight percentage points below the national workforce average and 30 percentage points below the industry average. While Hispanic or Latino workers make up more than a third of overall workers in the hotel and lodging industry, they take up a smaller share higher up the career ladder i.e., in management- and executive-level positions.

**White individuals make up the majority of workers in the hotel and lodging industry.** In overall hotel and lodging industry positions, white individuals account for 44.0 percent of the labor force, Black individuals for 27.5 percent, and Asian individuals for 17.1 percent of the workforce. Fewer white individuals occupy front-line positions relative to management- and executive-level positions. Black or African American individuals are the second most represented racial group in the overall workforce as well as in front-line, management-, and executive-level positions. There are three times the national average of Asian individuals in the hotel and lodging industry making them the third most represented racial group.

Black or African American workers account for a high percentage of workers in the hotel and lodging industry. However, Black workers are most represented in front-line positions and less represented in management- and executive-level positions.

**In general, the proportion of racial minorities decreases in management and executive positions, while the proportion of white individuals increases.** In moving up the career ladder, white individuals account for 64.3 percent in management-level and 74.6 percent in executive-level positions. Black workers account for 16.8 percent in management-level and 9.7 percent in executive-level positions. The percentage of Asian individuals in management-level positions drops to 10.9 percent and drops even further to 8.8 percent for executive-level positions.

The percentage of Asian individuals in the overall hotel and lodging industry declines as individuals move up the career ladder from front-line positions to management- and executive-level positions.

## DEMOGRAPHICS BY OWNERSHIP AND MANAGEMENT TYPE

**Independently-owned franchises, followed by brand-owned businesses, tend to have greater gender, racial, and ethnic diversity overall.** At the management- and executive-levels, brand-owned businesses and independently-owned franchises either outperform each other in different categories or have similar diversity measures. Independently-owned franchises have a higher percentage of Hispanic or Latino workers overall at the management- and executive-level. Compared to independently-owned franchises, brand-owned businesses report a higher proportion of Asian workers overall and at the management-level. Brand-owned businesses and independently-owned franchises report similar proportions of Black or African American workers overall, and for management- and executive-level positions. Independently-owned franchises have more representation of women overall and at the executive level (see Figure 5, Figure 6, and Figure 7).

While independently-owned franchises were more likely to employ women and Hispanic or Latino workers overall, brand-owned businesses were most likely to employ Asian workers.

**All management types excelled in different areas of racial, ethnic, and gender diversity in the overall hotel and lodging industry.** Overall, businesses managed by independently-owned franchises accounted for the highest percentage of women and white workers. While independently owned franchises led in gender diversity, the percentages of different racial minorities was not as well presented. Businesses managed by a management company, followed by those managed by a corporate office, had the highest percentages of Black workers. Businesses managed by a management company also had the highest percentage of Hispanic or Latino workers. Asian workers were most likely to be employed by independently owned and operated establishments followed by businesses managed by a corporate office.

Businesses managed by independently-owned franchises had more gender and ethnic diversity, particularly at the management- and executive-level. However, these businesses had significantly less racial diversity overall and up the career ladder.

**Similarly, different management types excelled in different kinds of diversity at the management- and executive-level.** At the management- and executive-level, women were still highly employed by businesses managed by independently-owned franchises. Black workers are highly represented in businesses managed by a management company at both the management- and executive-level. For Hispanic or Latino workers, higher representation in management- and executive-level positions was found in companies managed by independently-owned franchises. Asian workers at the management-level were more represented in businesses managed by corporate headquarters; at the executive-level, independently owned and operated management companies took the charge.



## DIVERSITY & INCLUSION PRIORITIES & INITIATIVES

**Most companies indicated that they are committed to creating a more diverse and inclusive work environment and demonstrated strong awareness of the benefits associated with creating that environment.** Over 95.0 percent of companies were most likely to prioritize visible and non-visible forms of diversity as well as creating a work environment where employees have equal access to employment opportunities.

**However, despite placing a high value on diversity goals and metrics, fewer companies indicated implementing specific policies and programs to increase diversity and foster inclusion.** Implementing policies to promote diversity and equity and ensuring equal opportunities for underrepresented racial and ethnic groups did not receive as much approval as awareness and commitment statements in the survey. Less than 80.0 percent of companies approved implementation of such policies; only two-thirds of those who approved demonstrated that they strongly approve.

**In addition to fewer companies approving of implementing policies to promote goals and values as demonstrated above, a lower percentage of companies indicated that they have formal strategies, policies, and programs in place to increase employee diversity and inclusion.** While close to 95.0 percent (93.8 percent) of companies indicated that they have a company policy in place to respond to incidents of discrimination, only two-thirds of companies indicated that that they hold employee diversity and inclusion training or diversity awareness events. More companies adopt a reactive stance to discrimination incidents compared to a proactive direction to prevent incidents of discrimination. Fewer than half of companies indicated that have formal strategies, policies, or programs in place to increase the number of ethnic and racial minorities, and female hires. Only 30.0 percent of companies have formal mentorship programs for ethnic and racial minorities.

# EMPLOYER SURVEY RESULTS

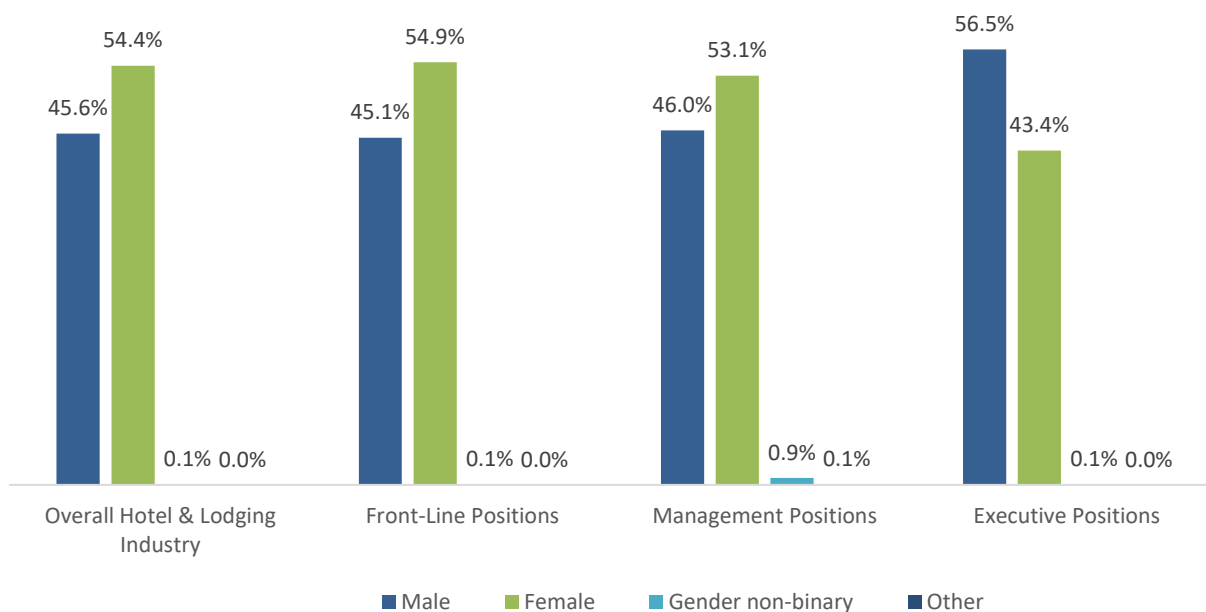
## WORKFORCE DEMOGRAPHICS

Over fifty percent (54.4 percent) of the hotel and lodging industry is made up of women. This is approximately seven percentage points higher than the overall national average of 47.0 percent.<sup>3</sup> A near equal share (54.9 percent) of women are employed in front-line positions. Close to zero percent of workers are gender non-binary or other genders in the overall hotel and lodging industry and in front-line positions.

Across management positions, the percentage of women is slightly lower (53.1 percent) than the overall percentage of women employed in the hotel and lodging industry. However, representation of women in management positions is still approximately six percentage points higher than the national average. Nationally, management positions<sup>4</sup> are 37.7 percent female.<sup>5</sup>

For executive-level positions, the percentage of women represented in this category is approximately four percentage points lower than the national average. About 43 percent of senior-level executives are women while 56.5 percent are men.

**Figure 1. Gender Demographics by Job Type**



<sup>3</sup> Bureau of Labor Force Statistics, Current Population Survey, 2022. <https://www.bls.gov/cps/cpsaat18.htm>.

<sup>4</sup> For this analysis, management positions include: chief executives; general and operations managers; sales managers; administrative services managers; facilities managers; human resources managers; training and development managers; food service managers; entertainment and recreation managers; and lodging managers.

<sup>5</sup> JobsEQ.

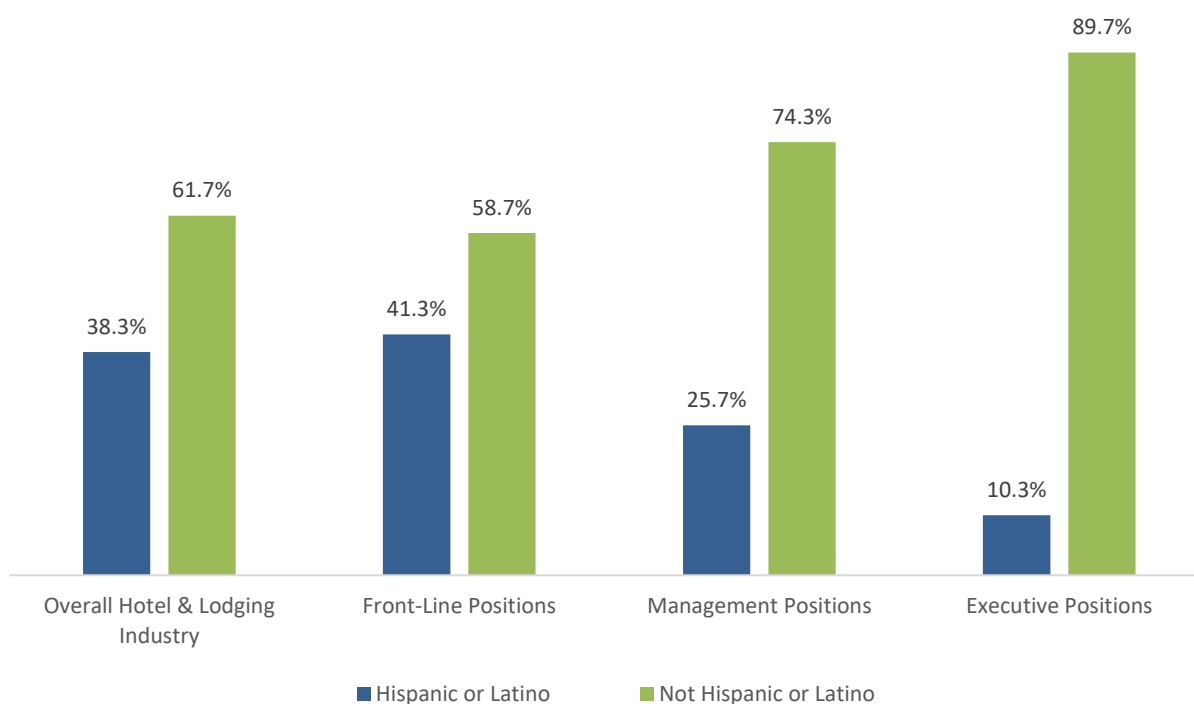


Roughly 18.0 percent of total workers aged 16 and over in the United States identify as Hispanic or Latino.<sup>6</sup> Comparatively, 38.3 percent of workers in the hotel and lodging industry are Hispanic or Latino, which is just over 20 percentage points higher than the national average. Slightly higher is the percentage of Hispanic or Latino workers in front-line positions; they account for 41.3 percent of front-line workers, about 23 percentage points above the national average.

Just over a quarter of workers in management positions are Hispanic or Latino. While this is more than the national average, it is more than ten percentage points lower than the overall representation of Hispanic or Latino workers in the hotel and lodging industry. Of the workers in executive-level positions, just over 10.0 percent are Hispanic or Latino; this is eight percentage points below the national average. While Hispanic or Latino workers make up more than a third of overall workers in the hotel and lodging industry, they take up a smaller share higher up the career ladder i.e., in management- and executive-level positions.

Nationally, management positions<sup>7</sup> are 11.3 percent Hispanic or Latino.<sup>8</sup>

**Figure 2. Ethnicity by Job Type**



<sup>6</sup> Bureau of Labor Force Statistics, Current Population Survey, 2022. <https://www.bls.gov/cps/cpsaat18.htm>.

<sup>7</sup> For this analysis, management positions include: chief executives; general and operations managers; sales managers; administrative services managers; facilities managers; human resources managers; training and development managers; food service managers; entertainment and recreation managers; and lodging managers.

<sup>8</sup> JobsEQ.

White individuals make up the majority of workers in overall, management-, and executive-level positions in the hotel and lodging industry workforce. In the overall hotel and lodging industry, white individuals account for 44.0 percent of the workforce. By comparison, white individuals accounted for 77.5 percent of the national workforce.<sup>9</sup> A slightly lower percentage (39.1 percent) of white workers is employed in front-line positions. In moving up the career ladder, white individuals account for a greater share of workers in the hotel and lodging industry, at 64.3 percent of management-level positions and 74.6 percent of executive-level positions. This means that approximately two in three management-level workers and three in four executive-level workers are white.

Black or African American individuals are the second most represented in the overall workforce as well as in front-line, management-, and executive-level positions. Black individuals account for 27.5 percent of the overall hotel and lodging industry workforce, approximately 25 percentage points higher than the national average of 12.3 percent.<sup>10</sup> Three in ten workers in front-line positions are Black. In fact, Black workers are most represented in this category compared to management- or executive-level categories. In moving up to management-level positions, Black workers account for 16.8 percent. Black workers account for approximately one in ten workers (9.7 percent) in executive-level positions, three percentage points lower than the national average.

Asian individuals make up 17.1 percent of the overall hotel and lodging industry, roughly three times the national average of 6.6 percent.<sup>11</sup> Asian individuals account for 18.4 percent of workers in front-line positions and are most represented in this category compared to management- or executive-level categories. The percentage of Asian individuals in management-level positions drops to 10.9 percent and drops even further to 8.8 percent for executive-level positions. However, representation of Asian individuals in the overall industry, management-, and executive-level positions still remains higher than the national average for Asian workers.

Nationally, management positions<sup>12</sup> are 81.8 percent White, 9.2 percent Black, 0.4 percent American Indian, 5.9 percent Asian, 0.2 percent Pacific Islander, and 2.4 percent two or more races.<sup>13</sup>

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<sup>9</sup> Bureau of Labor Force Statistics, Current Population Survey, 2022. <https://www.bls.gov/cps/cpsaat18.htm>

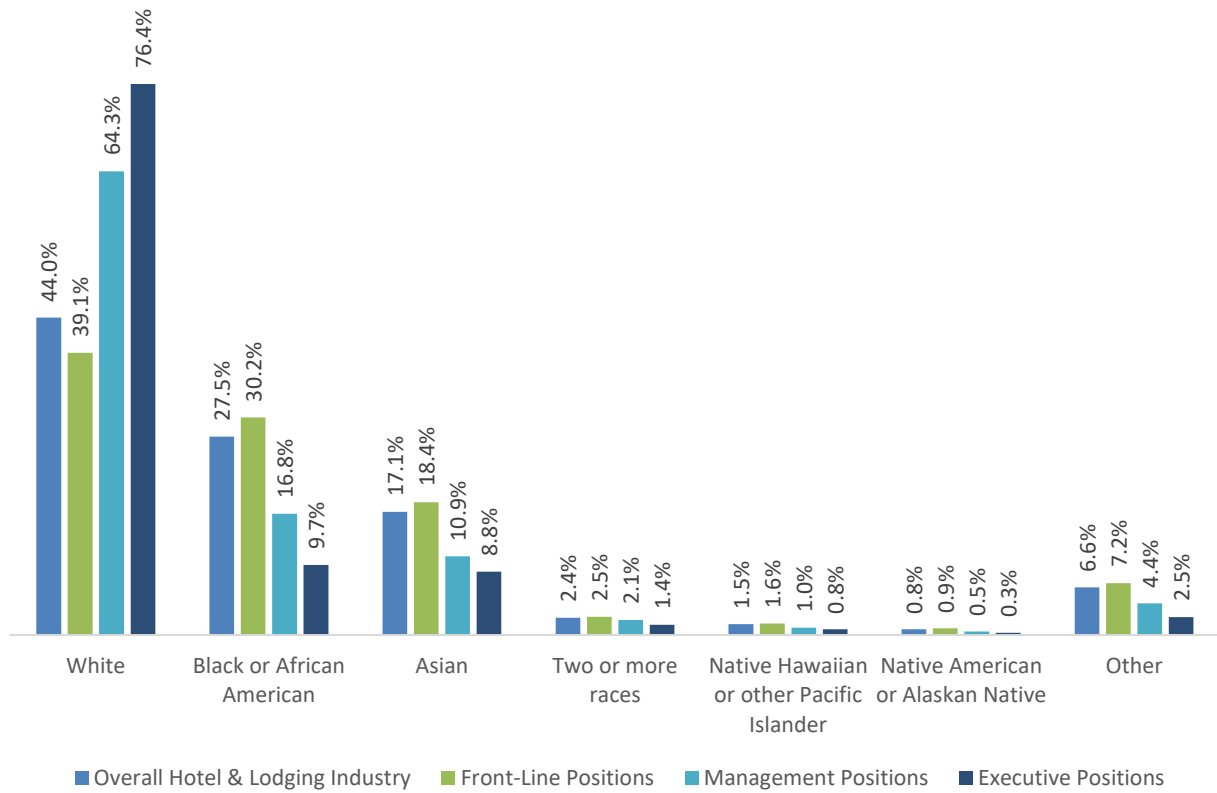
<sup>10</sup> Bureau of Labor Force Statistics, Current Population Survey, 2022. <https://www.bls.gov/cps/cpsaat18.htm>

<sup>11</sup> Bureau of Labor Force Statistics, Current Population Survey, 2022. <https://www.bls.gov/cps/cpsaat18.htm>

<sup>12</sup> For this analysis, management positions include: chief executives; general and operations managers; sales managers; administrative services managers; facilities managers; human resources managers; training and development managers; food service managers; entertainment and recreation managers; and lodging managers.

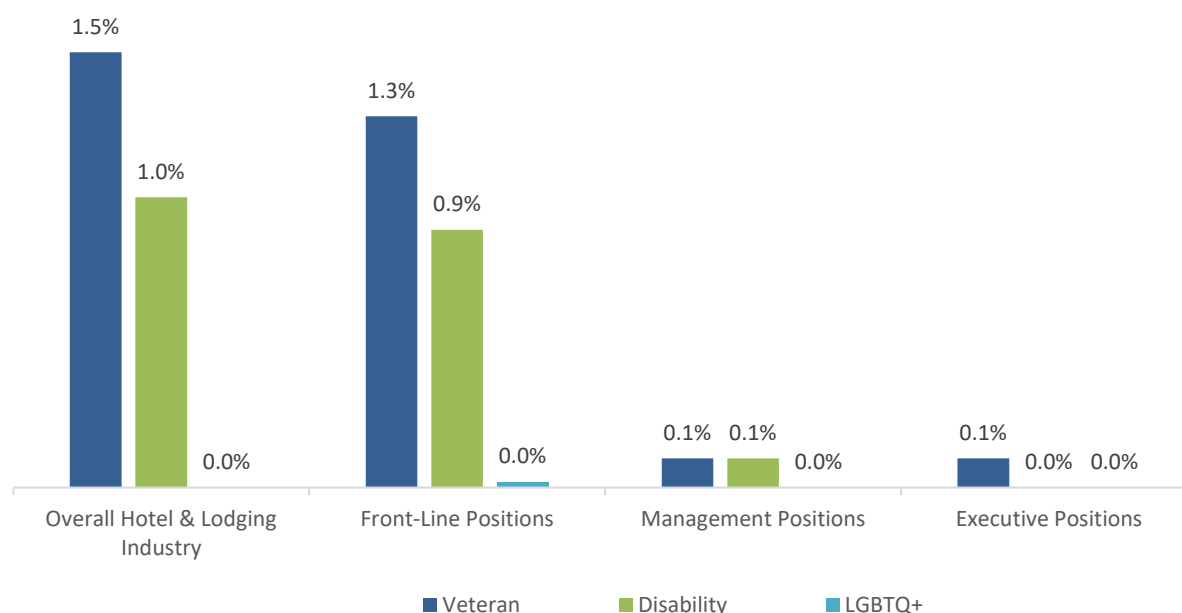
<sup>13</sup> JobsEQ.

**Figure 3. Race by Job Type**



In the overall hotel and lodging industry, Veterans make up 1.5 percent of the workforce, which is four percentage points lower than the national average of 5.5 percent.<sup>14</sup> Workers with disabilities make up 1.0 percent of the workforce; this was lower 2.9 percentage points lower than the national average of 3.9 percent.<sup>15</sup> The share of Veterans and individuals with disabilities in front-line positions is almost the same as that in the overall industry for these respective groups. Less than 1.0 percent (0.1 percent respectively) of workers in management-level positions are Veterans or individuals with disabilities. The percentage of workers with disabilities in executive-level positions drops to zero percent while the percentage remains at 0.1 percent for Veterans.

**Figure 4. Veteran, Disability, & LGBTQ+ Status by Job Type**



<sup>14</sup> Bureau of Labor Force Statistics, Current Population Survey, 2022. <https://www.bls.gov/news.release/vet.htm>

<sup>15</sup> Bureau of Labor Force Statistics, Current Population Survey, 2022.

<https://www.bls.gov/news.release/pdf/disabl.pdf>

## WORKFORCE DEMOGRAPHICS BY OWNERSHIP TYPE

Hotels, motels, and casino hotels may be owned by a wide variety of entities, ranging from private small businesses to large public corporations or Real Estate Investment Trusts (REITs). Regardless of the size or the financing structure of the owner, the entity that owns a given hotel will choose the branding and potential franchise affiliation of the property. Many owners choose to operate the property by affiliating with a brand franchisor (e.g. Hilton, Marriott, Wyndham); others operate the property independently and are not affiliated with any franchise chain. As an example, this is akin to opening a fast food hamburger chain and getting to choose between naming it “Jane’s Burger” or affiliating with franchisors like McDonalds or Burger King. In the case of a smaller subset of hotels, the brand franchisor company actually owns the hotel and will typically choose to affiliate it with one of the brands they control in their portfolio.

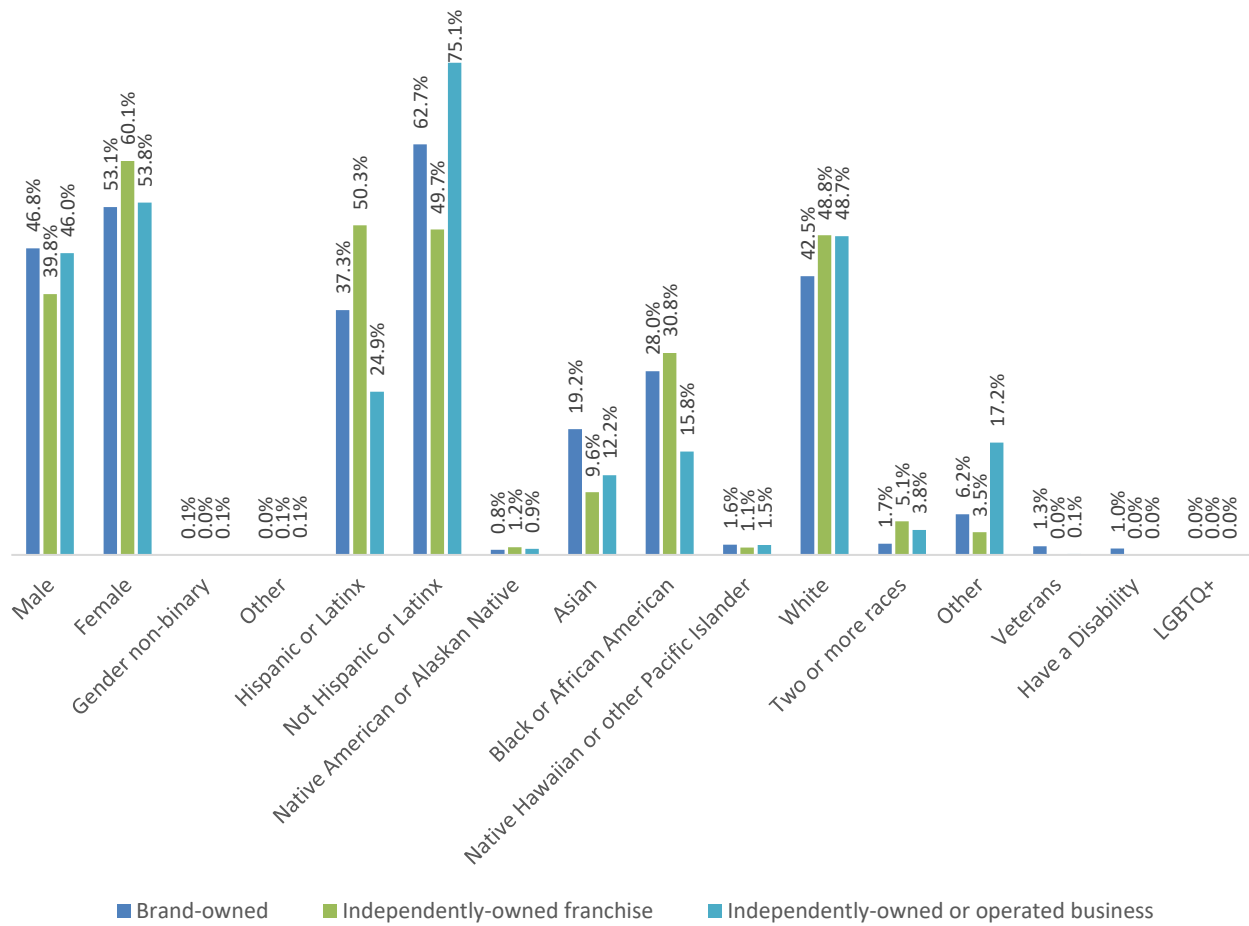
In this report, three categories of Ownership Brand Affiliation categories are utilized: (a) independently-owned franchises affiliated with a brand franchisor, (b) independently-owned businesses not affiliated with a brand franchisor, or (c) brand-owned hotels.

Over one half of workers in brand-owned (53.1 percent), independently-owned franchises (60.1 percent), and independently-owned businesses (53.8 percent) are female. Independently-owned franchises lead the charge compared to brand-owned and independently-owned businesses, which have near equal female representation.

Approximately one half (50.3 percent) of independently-owned franchises have Hispanic or Latino workers. Brand-owned entities have the second highest percentage (37.3 percent) of Hispanic or Latino workers followed by independently-owned businesses, where Hispanic or Latino workers account for approximately one in four workers (24.9 percent).

Black or African American workers are more represented in independently-owned franchises (30.8 percent) and brand-owned entities (28.0 percentage). Black workers make up 15.8 percent of workers in independently-owned businesses.

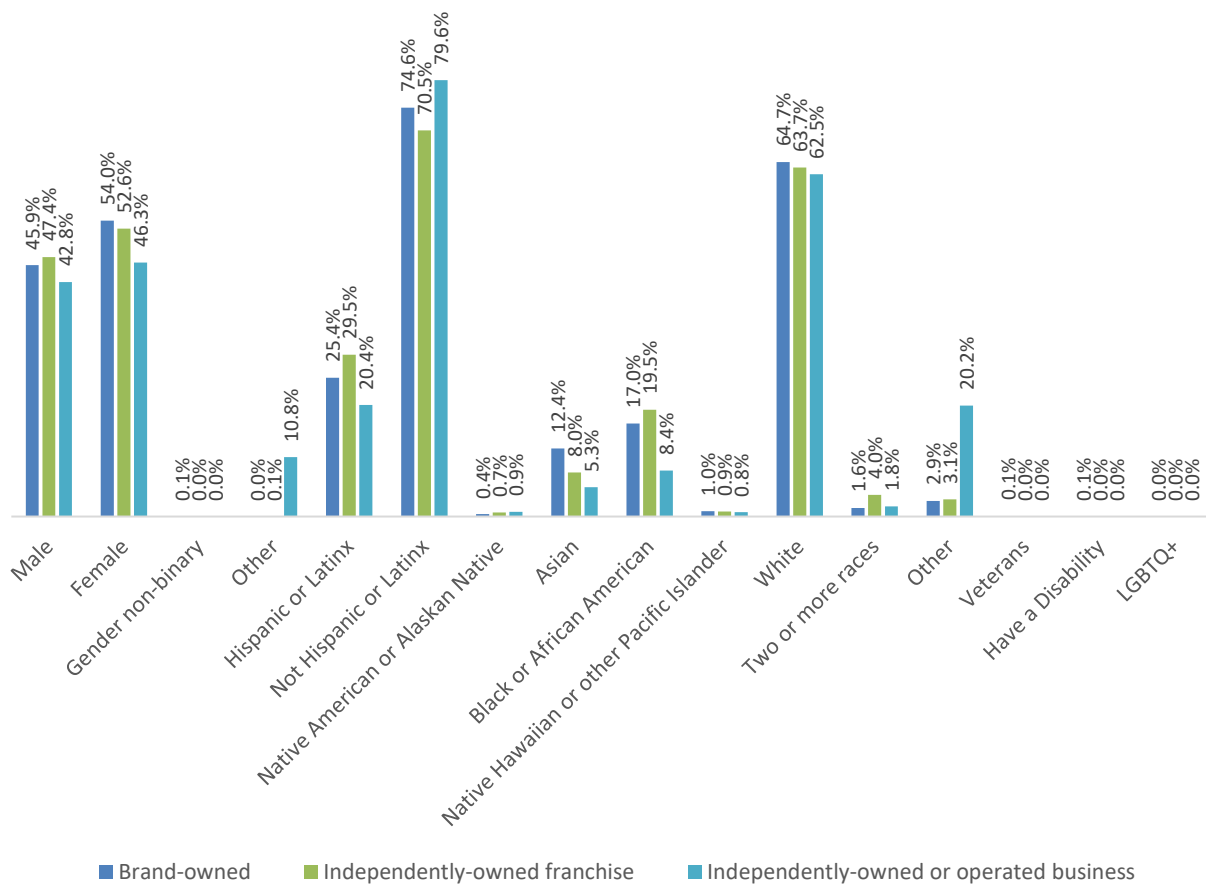
**Figure 5. Overall Demographics by Ownership Type**



Over half of workers in management-level positions at brand-owned (54.0 percent) or independent-owned franchises (52.6 percent) are women. Although female representation in management-level positions is lower for independently-owned businesses compared to the other ownership structures, women still make up 46.3 percent of workers in management positions which is approximately four percentage points above men.

Independently-owned franchises have the highest percentage (29.3 percent) of Hispanic or Latino workers followed by brand-owned entities (25.4 percent); Hispanic or Latino workers in independently-owned businesses make up the lowest percentage (20.4 percent) in the ownership types. Black or African American workers follow a similar breakdown across ownership types as follows: independently-owned franchises (19.5 percent), brand-owned (17.0 percent), and independently-owned businesses (8.4 percent). Asian workers are most represented in brand-owned businesses (12.4 percent), followed by independently-owned franchises (8.0 percent) and independently-owned businesses (5.3 percent).

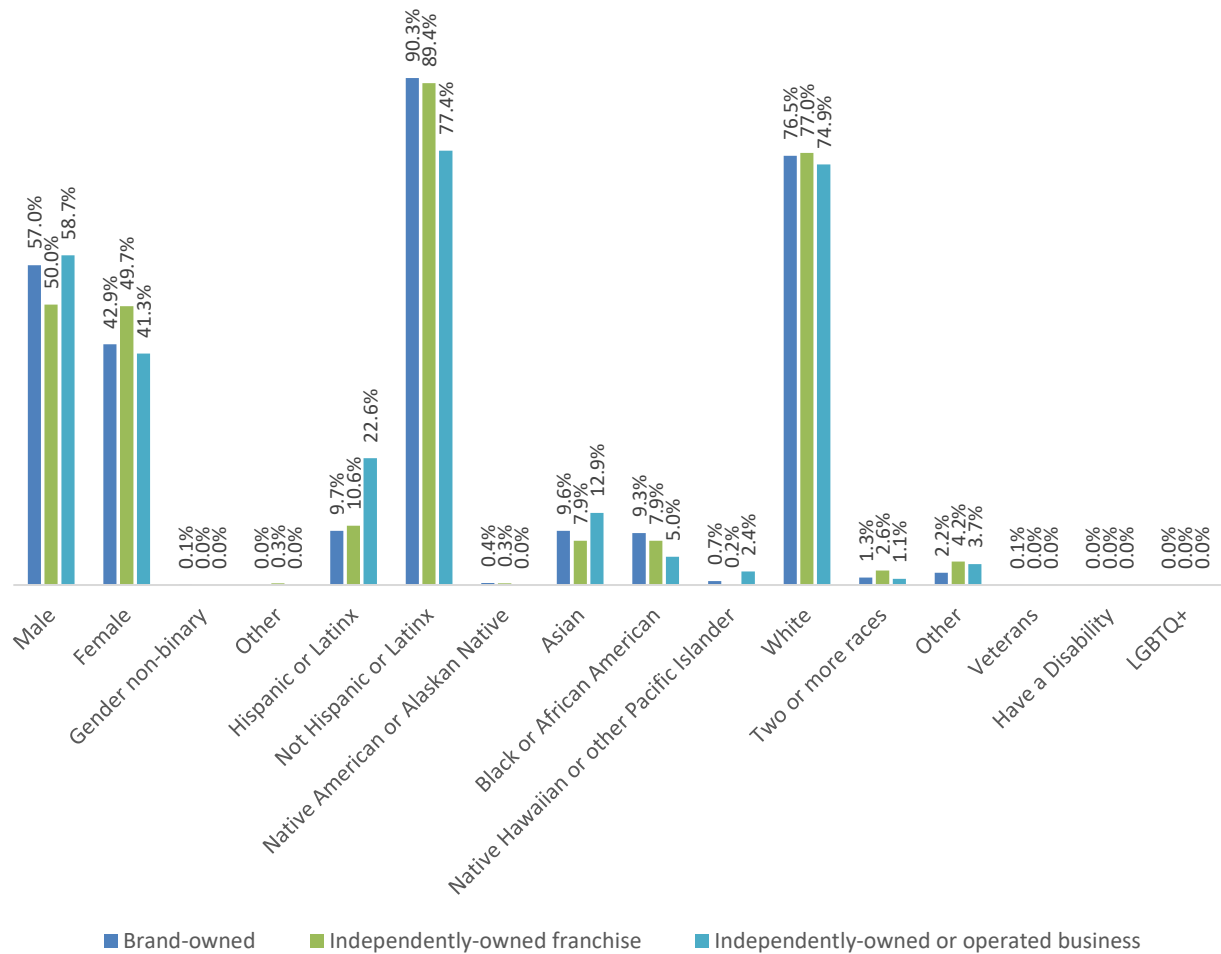
**Figure 6. Management-Level Demographics by Ownership Type**





For each ownership type, women make up less than half of workers in executive-level positions. At the executive level, independently-owned franchises have the most representation of women (49.7 percent). Independently-owned businesses have the most representation of Hispanic or Latino workers (22.6 percent) and Asian workers (12.9 percent). Black or African American individuals have the most representation (9.8 percent) in brand-owned businesses at the executive level.

**Figure 7. Executive-Level Demographics by Ownership Type**



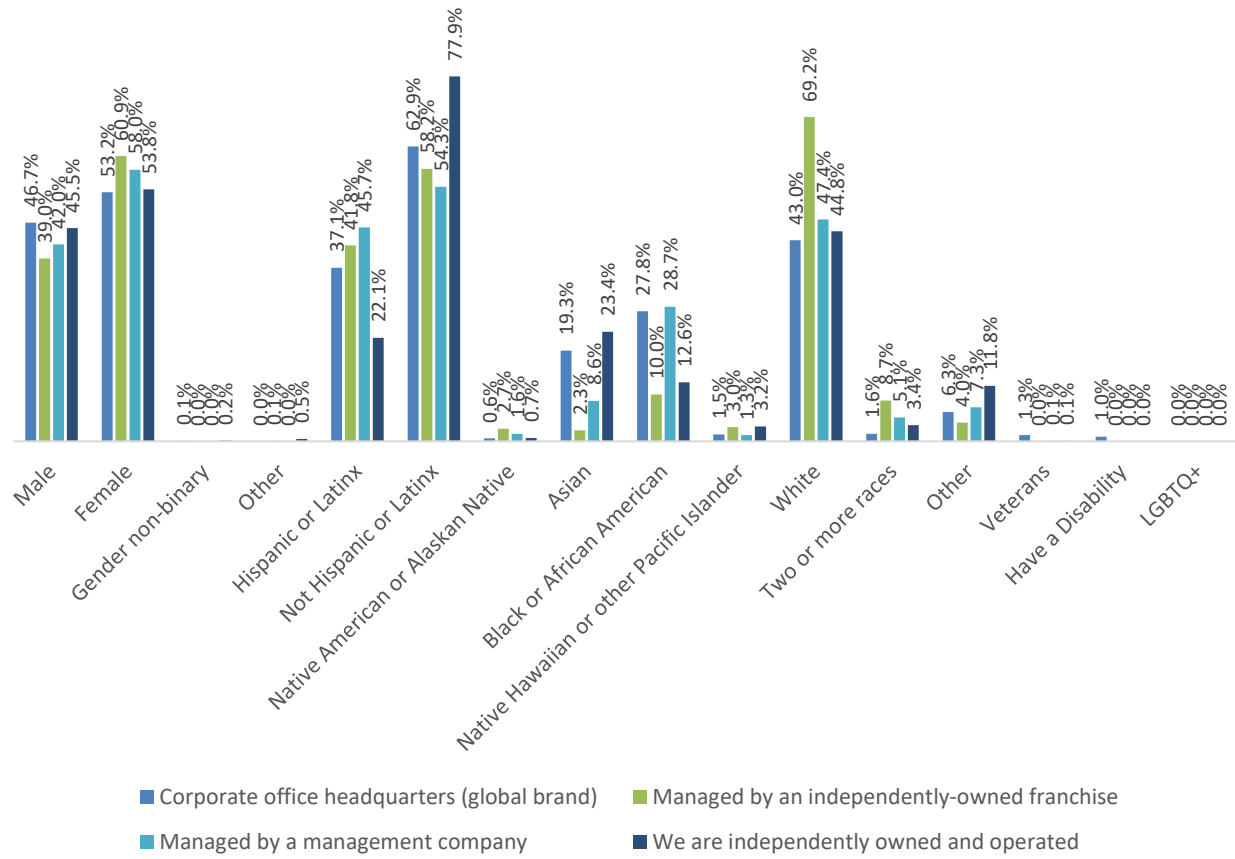
## WORKFORCE DEMOGRAPHICS BY MANAGEMENT TYPE

Hotels, motels, and casino hotels can be managed by different entities. In this report, these different types of management structures are broken out into the following three categories: (a) corporate office headquarters, (b) an independently-owned franchise, or (c) a management company. In some cases, hotel management may be conducted by the same organization as the owners; for example, a brand-owned hotel may also be run by corporate office headquarters or an independently-owned franchise may be managed by the franchise owner.

However, some hotel owners choose to hire a separate management company to operate their hotel real estate; these could be multiple hotels across different brands. Management companies have specific expertise in running all aspects of hotel operations, including the restaurants and other food and beverage services at a hotel. Independently-owned franchises or independently-owned businesses may choose to run the day-to-day operations in-house or outsource these tasks and activities to a management company.

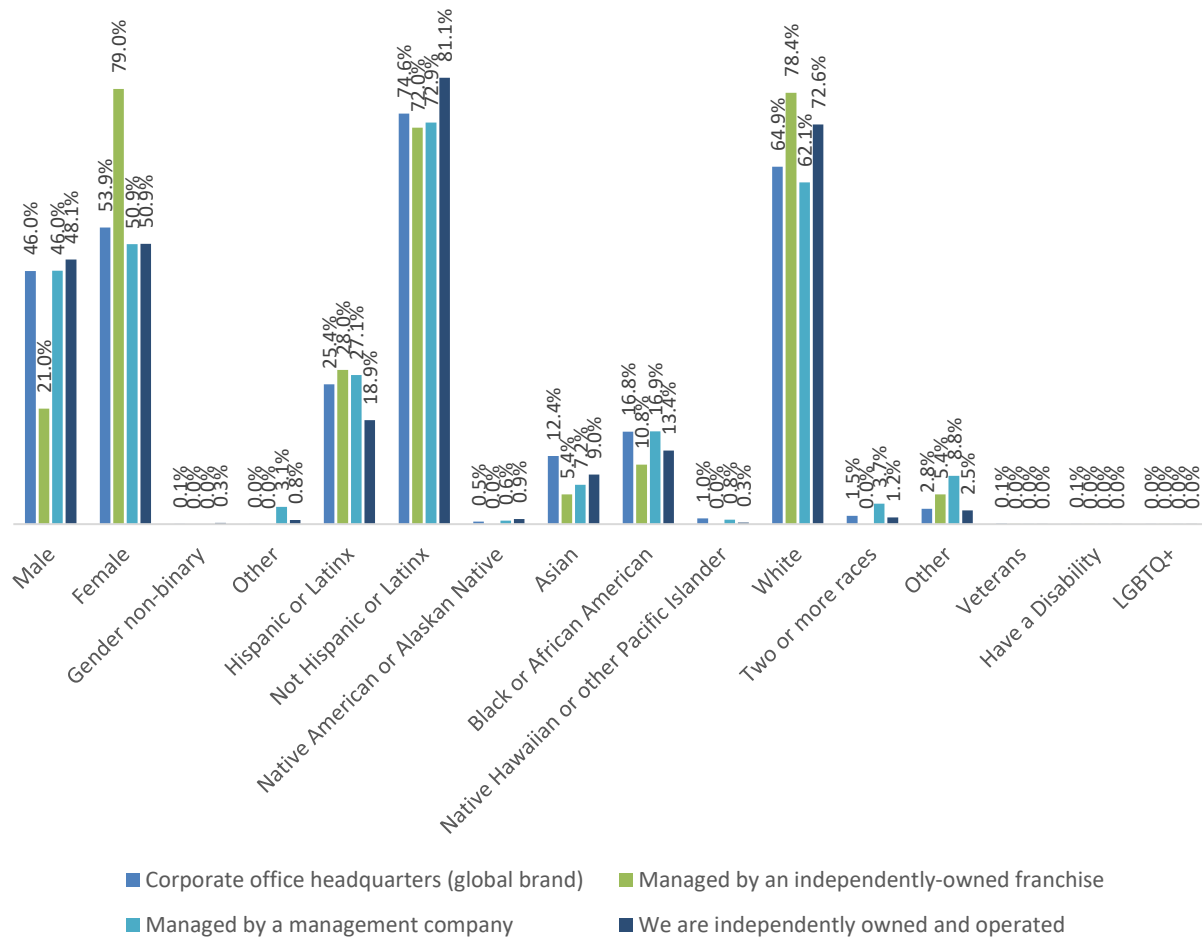
Hotels and motels managed by independently-owned franchises have a highest proportion of women (60.9 percent) and white individuals (69.2 percent) in the workforce, and the lowest proportion of Black or African American workers (10.0 percent) and Asian workers (2.3 percent). Businesses managed by a management company have the highest percentage of Hispanic or Latino workers (45.7 percent) and Black workers (28.7 percent) across management types.

**Figure 8. Overall Demographics by Management Type**



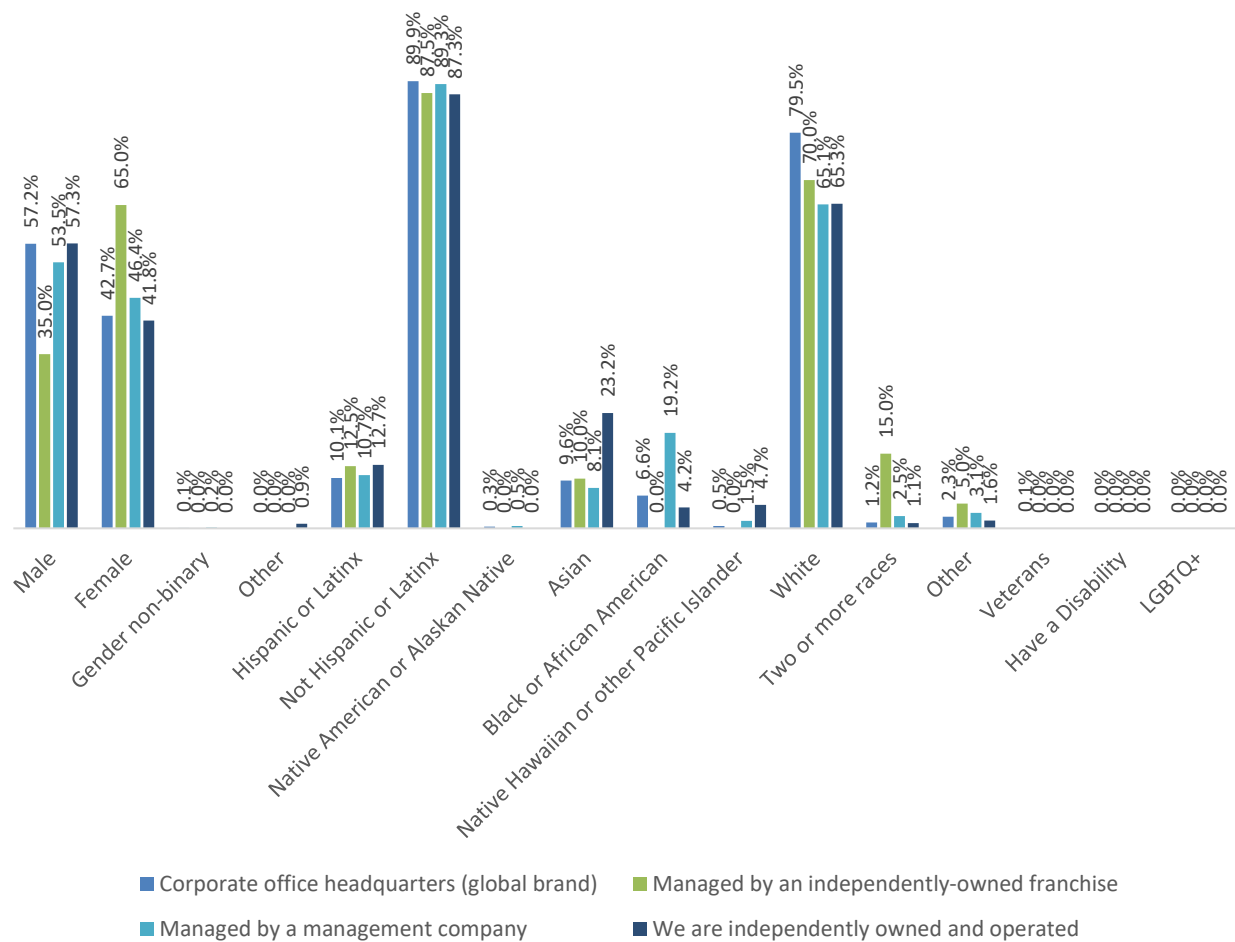
Hotels and motels managed by independently-owned franchises have the highest percentage of (79.0 percent) of women and Hispanic or Latino individuals (28.0 percent) in management-level positions. Businesses managed by corporate office headquarters had the highest percentage of Asian workers (12.4 percent) across management type, while businesses managed by corporate office headquarters and those managed by a management company had near equal percentages of Black or African American workers across management type.

**Figure 9. Management-Level Demographics by Management Type**



While businesses managed by independently-owned franchises still had the highest percentage of women (65.0 percent) in executive-level positions, the percentages differed slightly for other demographic factors. The independently-owned management type had the highest percentage of Asian individuals (23.2 percent) in the executive level. Black executive-level workers are highly represented in businesses managed by a management company, making up 19.2 percent of workers.

**Figure 10. Executive-Level Demographics by Management Type**

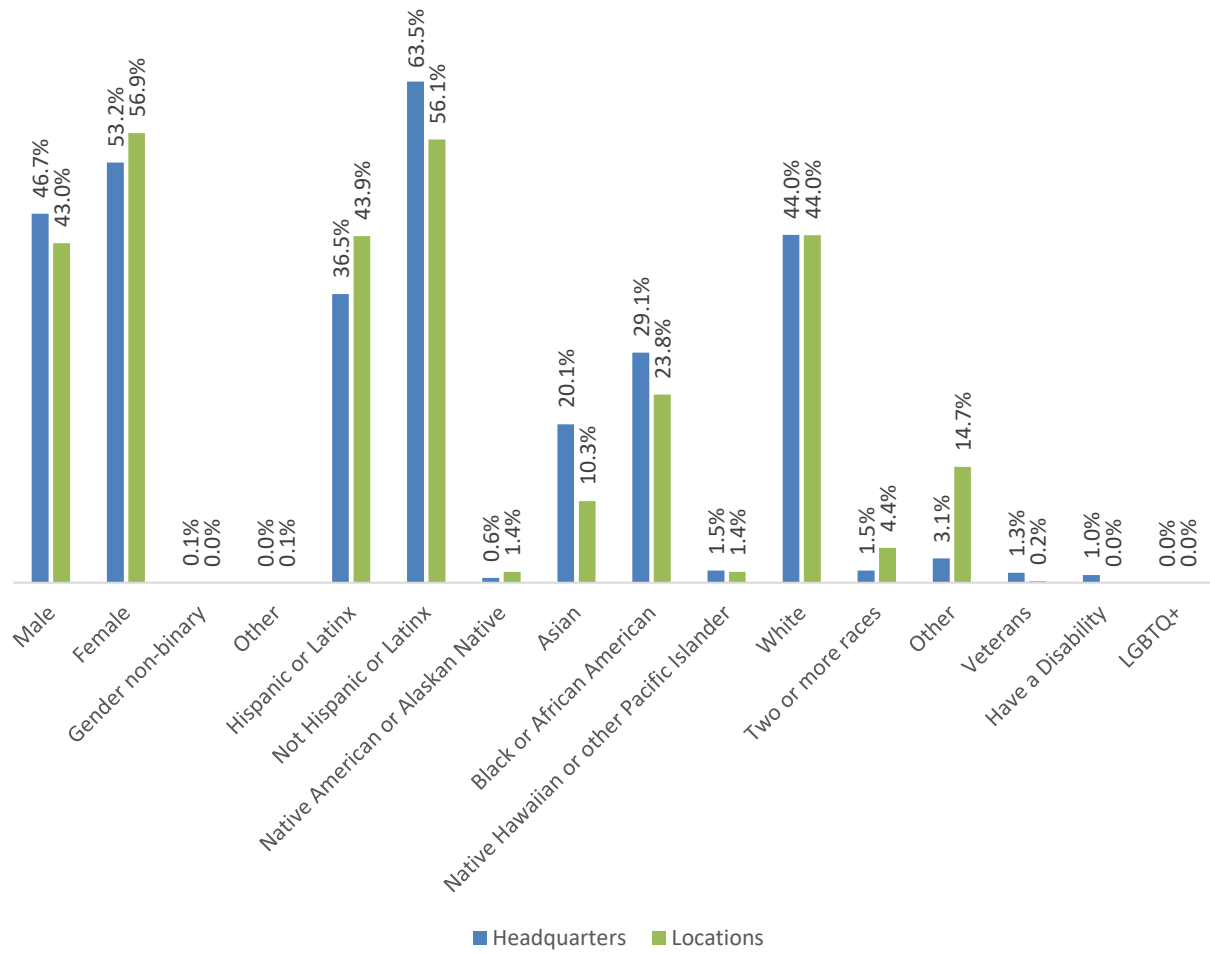


## WORKFORCE DEMOGRAPHICS BY CORPORATE HEADQUARTERS VS. HOTEL LOCATIONS

Survey respondents were given the opportunity to provide demographic data for either their corporate headquarter location or for all distinct hotel locations across the country. The following section illustrates demographic differences between corporate headquarters versus hotel locations.

While corporate headquarters have more racial diversity, non-corporate locations have more gender and ethnic diversity. Overall, women make up more than half of the workforce in corporate headquarters (53.2 percent) and non-corporate locations (56.9 percent). Non-corporate locations have a higher percentage (43.9 percent) of Hispanic or Latino workers compared to corporate headquarters (36.5 percent). Corporate headquarters have a higher percentage of Asian (20.1 percent) and Black or African American workers (29.1 percent) compared to non-corporate locations. Asian individuals account for 10.3 percent and Black individuals make up 23.8 percent of workers in non-corporate locations. White individuals account for an equal percentage of workers in corporate headquarters (44.0 percent) and non-corporate locations (44.0 percent).

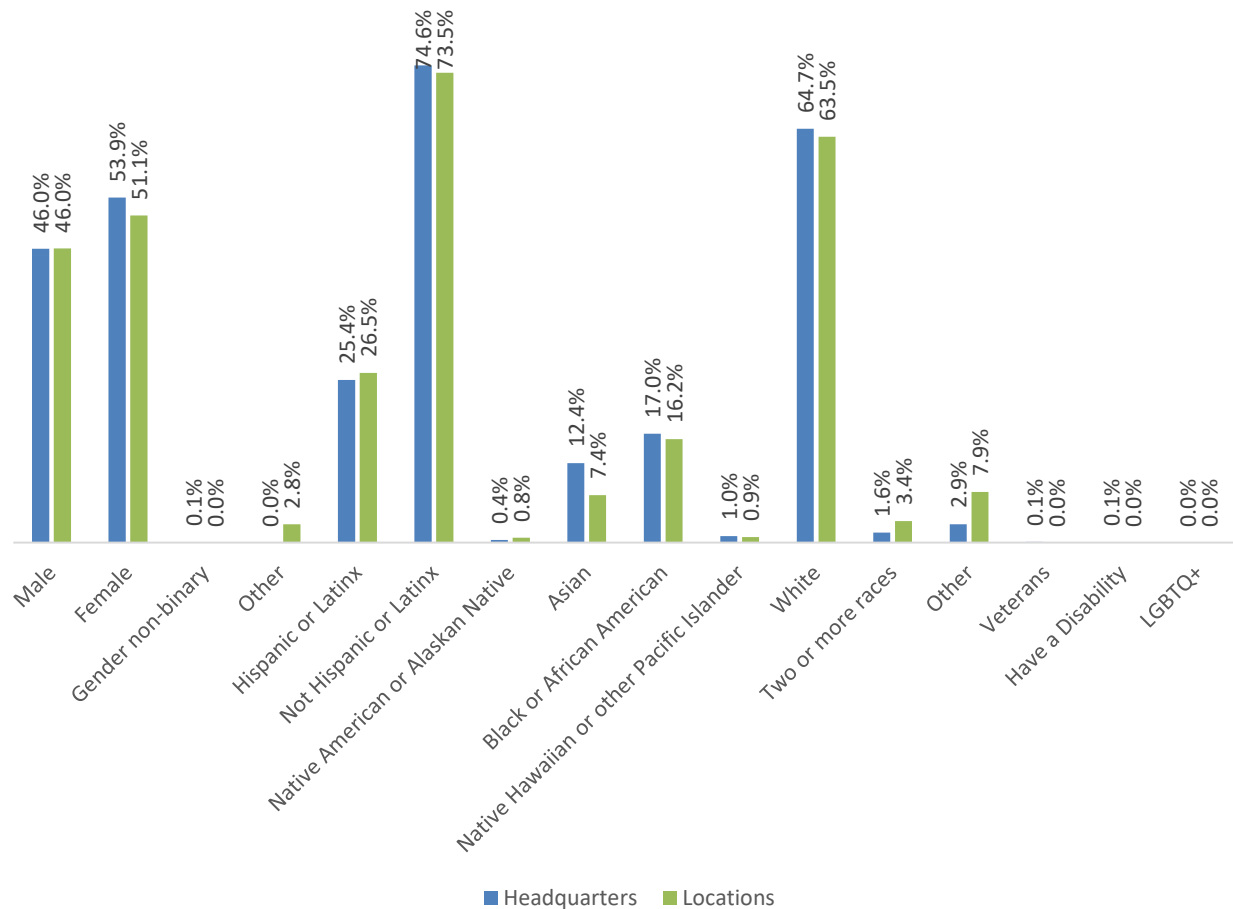
**Figure 11. Overall Demographics by Corporate Headquarters vs. Hotel Locations**





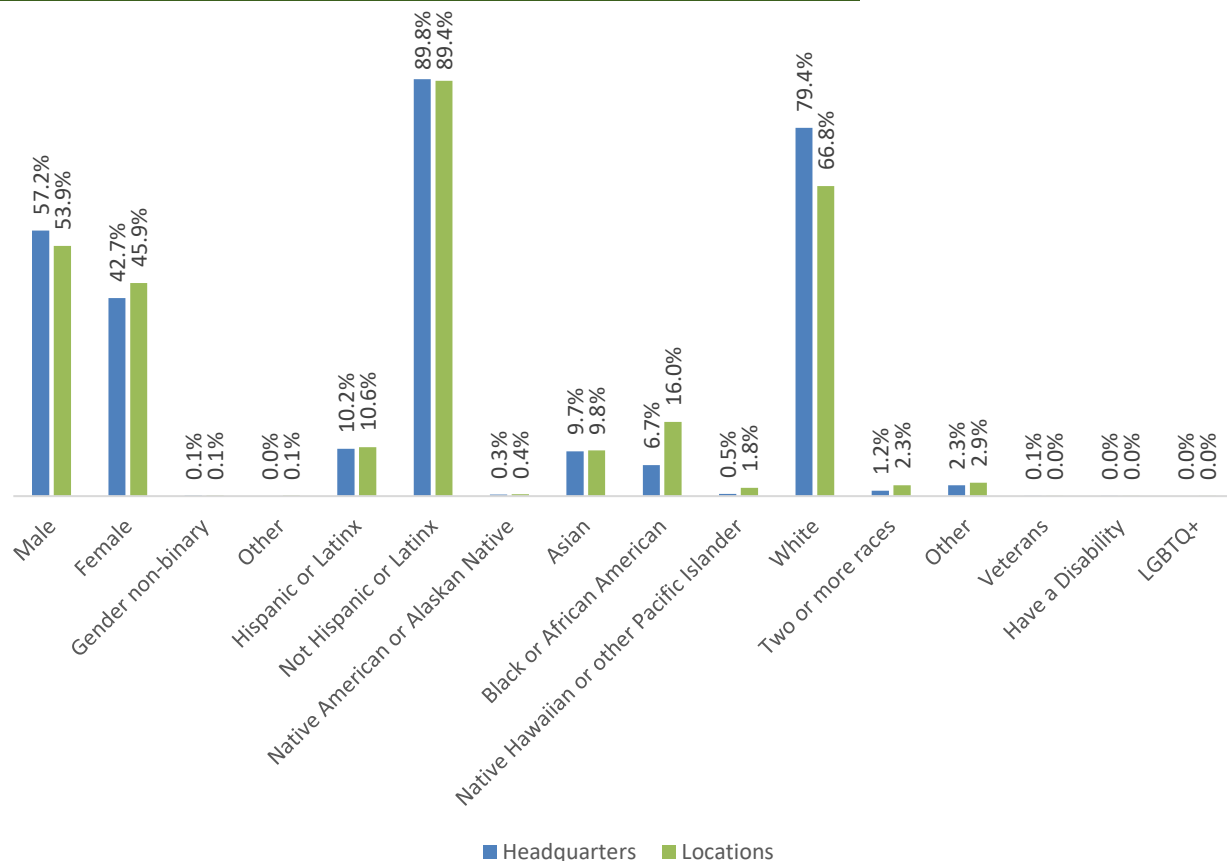
Racial, gender, and ethnic diversity is almost comparable for workers in management-level positions for corporate headquarters and non-corporate locations. At the management level, women make up over half of the workers in corporate headquarters (53.9 percent) and non-corporate locations (51.1 percent). Just over a quarter of workers in corporate headquarters (25.4 percent) and non-corporate locations (26.5 percent) are Hispanic or Latino. White individuals make up almost two thirds of workers in corporate headquarters (64.7 percent) and non-corporate locations (63.5 percent). There are more Asian workers in corporate headquarters (12.4 percent) compared to non-corporate locations (7.4 percent) for management-level positions. Black individuals make up close to twenty percent of the management-level workforce in corporate headquarters (17.0 percent) and non-corporate locations (16.2 percent).

**Figure 12. Management-Level Demographics by Corporate Headquarters vs. Hotel Locations**



For executive-level workers, there is less racial, gender, and ethnic diversity for both corporate headquarters and non-corporate locations. At the executive level, women make up less than half of the workforce in corporate headquarters (42.7 percent) and non-corporate locations (45.9 percent). One in ten workers occupying executive-level positions in corporate headquarters (10.2 percent) and non-corporate locations (10.6 percent) are Hispanic or Latino. Similarly, one in ten executive-level workers in corporate headquarters (9.7 percent) and non-corporate locations (9.8 percent) are Asian. While eight in ten (79.4 percent) executive-level workers in corporate headquarters are white, only two-thirds (66.8 percent) of white workers are in executive-level positions in non-corporate locations. Black individuals are approximately 2.5 times more likely to be represented in executive-level positions at non-corporate locations (16.0 percent) than they are at corporate headquarters (6.7 percent).

**Figure 13. Executive-Level Demographics by Corporate Headquarters vs. Hotel Locations**



## WORKFORCE DEMOGRAPHICS INDUSTRY COMPARISONS

Women are more represented in the hotel and lodging industry compared to other industries like retail trade, accommodation and food services, construction, and arts, entertainment, and recreation. Women account for 52.5 percent of the accommodation and food services workforce, approximately two percentage points below the hotel and lodging industry (54.4 percent). Women make up 48.6 percent of the workforce in retail trade. These three industries have higher female representation compared to the national average of 47.0 percent.

The percentage of women in the arts, entertainment, and recreation industry (45.6 percent) is about two percentage points lower than the national average and about 10 percentage points lower than the hotel and lodging industry. The construction industry has the lowest percentage of women (11.0 percent), over forty percentage points lower than the hotel and lodging industry.

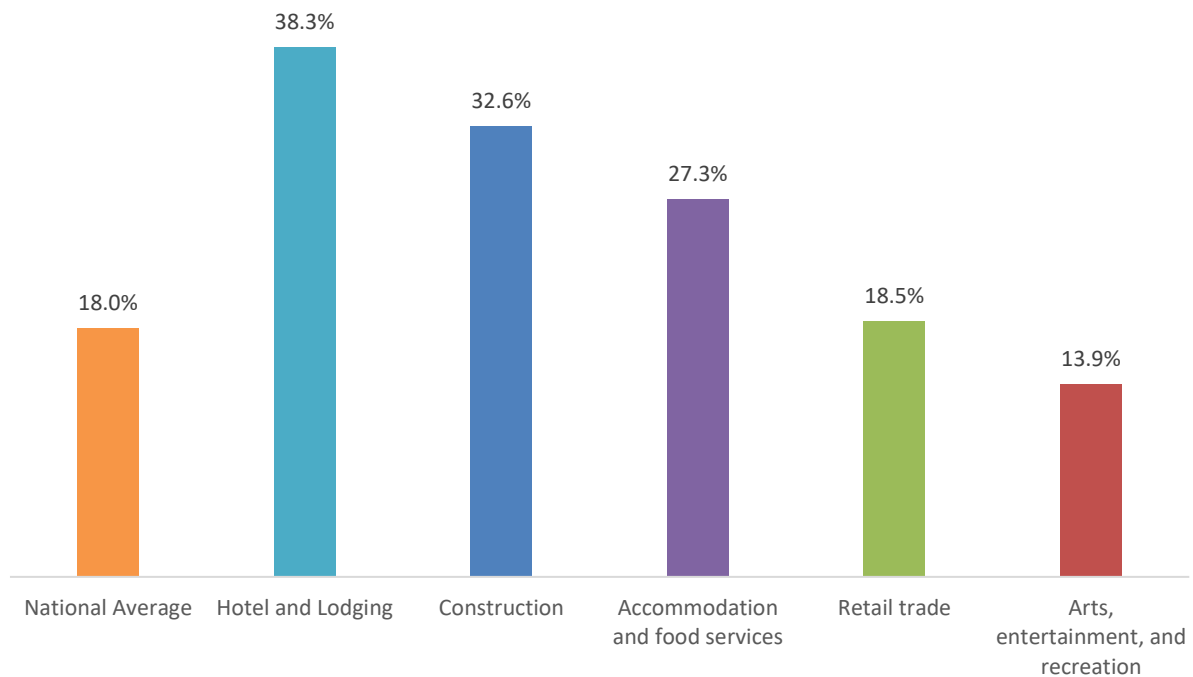
**Figure 14. Gender Demographics by Industry (% Female)<sup>16</sup>**



<sup>16</sup> Bureau of Labor Force Statistics, Current Population Survey, 2022. <https://www.bls.gov/cps/cpsaat18.htm>

The hotel and lodging industry has the highest percentage (38.3 percent) of Hispanic or Latino workers. This figure is twenty percentage points higher than the national average of 18.0 percent. The construction industry has the second highest percentage (32.6 percent) of Hispanic or Latino individuals, about four percentage points below the hotel and lodging industry. Hispanic or Latino individuals in the retail trade industry are almost equal to the national average while the arts, entertainment, and recreation industry has the lowest percentage of Hispanic or Latino workers, at 13.9 percent.

**Figure 15. Ethnicity by Industry<sup>17</sup>**

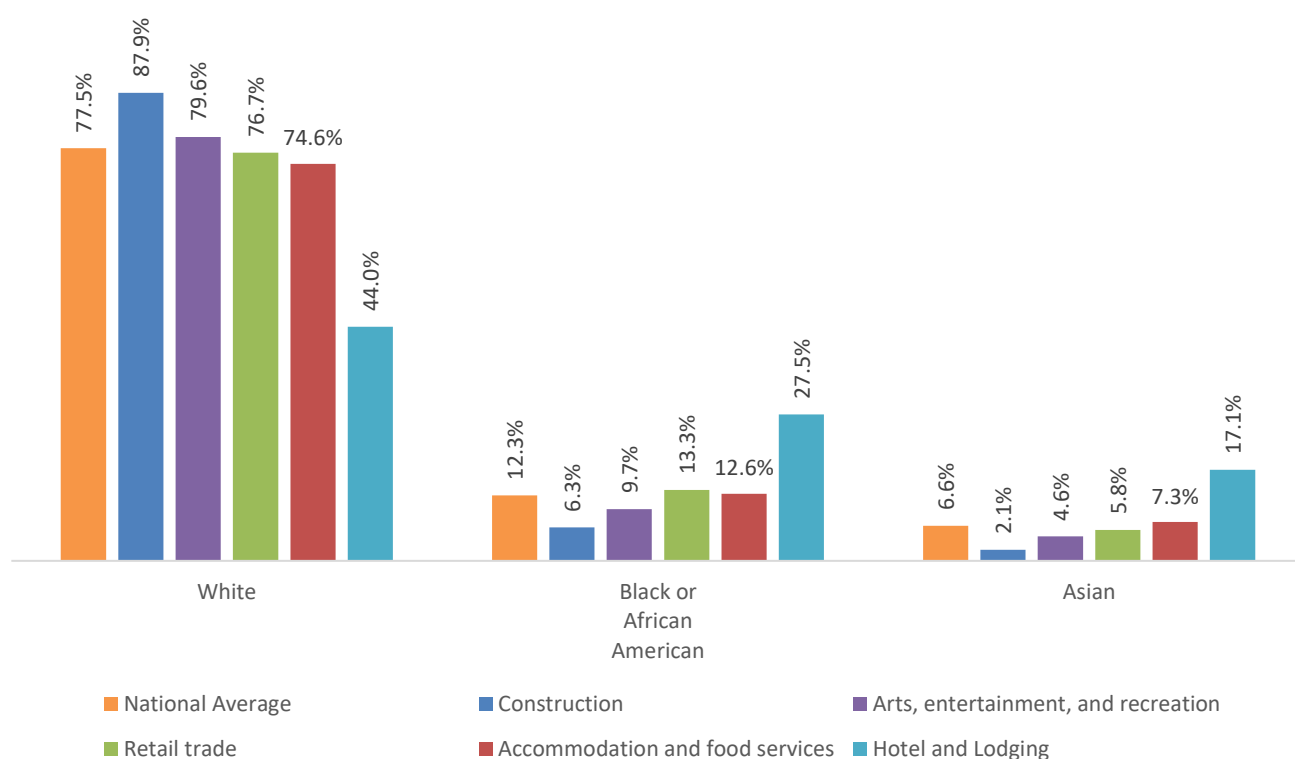


<sup>17</sup> Bureau of Labor Force Statistics, Current Population Survey, 2022. <https://www.bls.gov/cps/cpsaat18.htm>

Hotel and lodging is the only industry with a significantly higher percentage (27.5 percent) of Black or African American individuals compared to the national average of 12.3 percent; this represents approximately 15 percentage points of difference. The accommodation and food services (12.6 percent) and retail trade (13.3 percent) industries have percentages of Black workers near the national average while Black workers are least represented in construction (6.3 percent).

Likewise, Asian individuals are most represented in the hotel and lodging industry compared to the national workforce average. Asian individuals make up 17.1 percent of the hotel and lodging industry, more than 2.5 times higher than the national average of 6.6 percent. Accommodation and food services accounts for the industry with the second highest percentage (7.3 percent) of Asian workers. The percentage of Asian individuals in retail trade (5.8 percent), construction (2.1 percent), and arts, entertainment, and recreation (4.6 percent) sits below the national average.

**Figure 16. Race by Industry<sup>18</sup>**



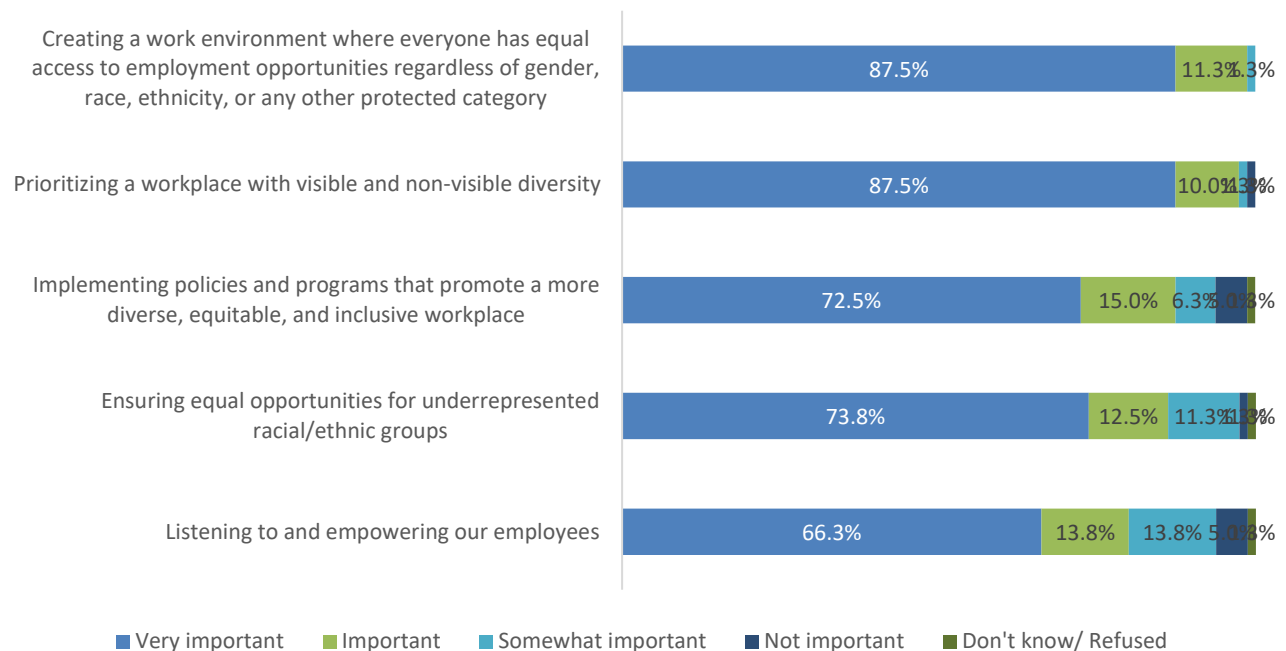
<sup>18</sup> Bureau of Labor Force Statistics, Current Population Survey, 2022. <https://www.bls.gov/cps/cpsaat18.htm>

## DIVERSITY, EQUITY, & INCLUSION PRIORITIES & INITIATIVES

Companies were most likely to prioritize creating a work environment where employees have equal access to employment opportunities; 87.5 percent of companies indicated that this was a “very important” value and 11.3 percent indicated that it was “important”. Prioritizing a workplace with visible and non-visible types of diversity came second with 87.5 percent of companies indicating that this is “very important” and 10.0 percent indicating that it is “important”.

Implementing policies where companies listen to and empower employees received the lowest importance rating; two-thirds of companies indicated that this is “very important”, and 12.5 percent indicated that this is “important”. Implementing policies to promote diversity and equity and ensuring equal opportunities for underrepresented racial and ethnic groups received near equal prioritization.

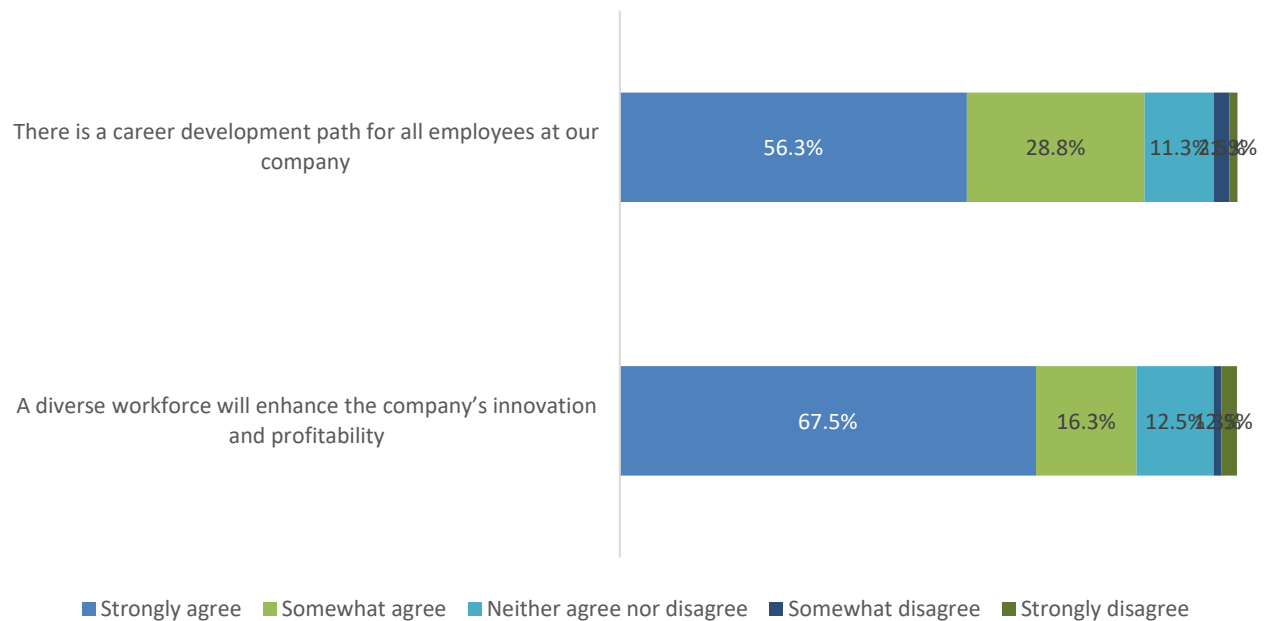
**Figure 17. Organizational Values & Priorities**



Just over two-thirds of respondents indicated they “strongly agree” that a diverse workforce would enhance the company’s innovation and profitability; 16.3 percent of companies showed some agreement with this statement.

Eighty-five percent of respondents agreed, both strongly and somewhat, that there is a career development path for all employees at their company, with 56.3 percent indicating that they “strongly agree” with the statement.

**Figure 18. Organizational Diversity & Inclusion**





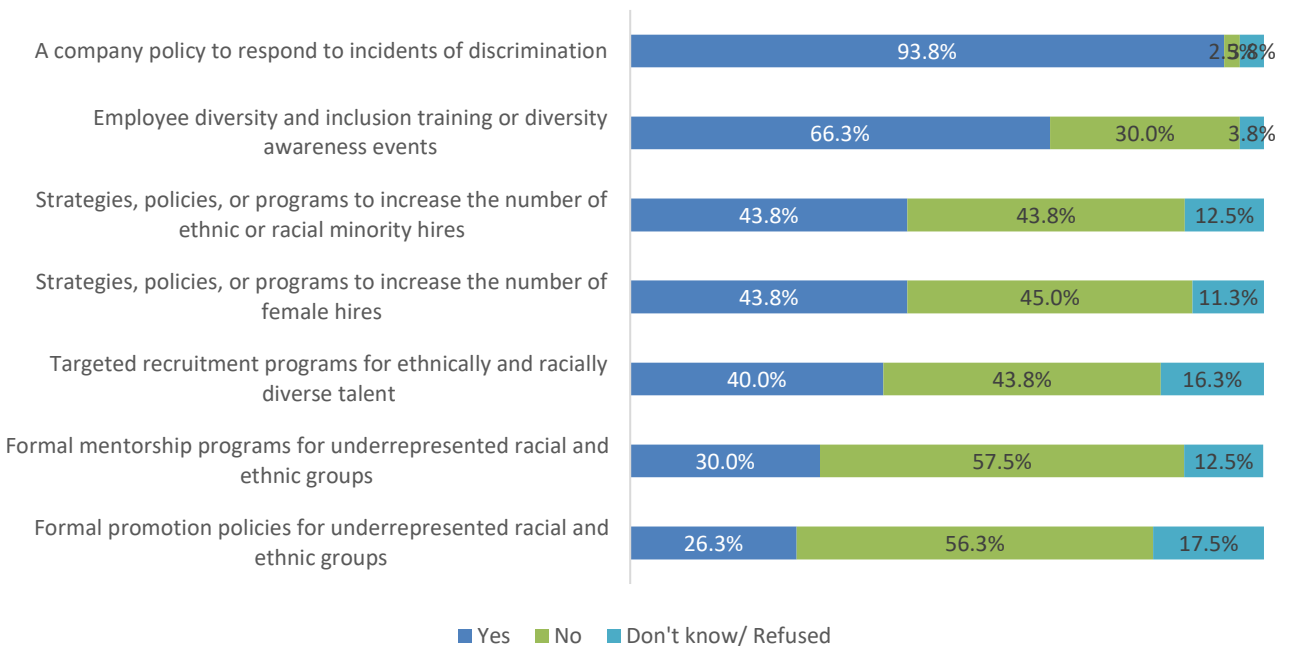
## POLICIES & PROGRAMS

About nine in ten (93.8 percent) companies indicated that they have a company policy in place to respond to incidents of discrimination. Two-thirds of the respondents indicated that they hold employee diversity and inclusion training or diversity awareness events.

Fewer than half of companies indicated that have formal strategies, policies, or programs in place to increase the number of ethnic and racial minorities and female hires. An equal percentage of companies (43.8 percent) indicated that they have policies in place to increase ethnic, racial, and gender diversity overall and across senior-level positions. Forty percent of companies have implemented targeted recruitment programs for ethnic and racial minority hires; 43.8 percent of companies have no such programs.

Only 30.0 percent of companies have formal mentorship programs for ethnic and racial minorities, and 26.3 percent have formal promotion policies for ethnic and racial minorities; over half of companies have neither promotion policies nor mentorship programs for ethnic and racial minority hires.

**Figure 19. Company Policies & Programs**



## APPENDIX A. SURVEY METHODOLOGY

BW Research conducted employer interviews with hotel, motel, and casino hotel establishments throughout the United States. AHLA distributed links to a web survey programmed by BW Research to members of the organization. Larger organizations provided spreadsheets of employment data directly to BW Research.

The survey was fielded between November 2<sup>nd</sup>, 2021, and May 23<sup>rd</sup>, 2022. There were 697 respondents in total covering 1,840 locations<sup>19</sup> and 252,750 employees. The survey averaged six minutes in length. The combined margin of error for the employer survey is +/- 3.69 percent at the 95 percent confidence interval (60,200 hotel, motel, and casino hotel locations in the United States) for questions answered by all respondents.

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<sup>19</sup> A location represents a single business establishment, defined as a place or structured occupied by a firm to run its operations. A company or firm may have multiple business establishments, or locations.

## APPENDIX B. GLOSSARY OF TERMS

**Location:** A location represents a single business establishment, defined as a place or structured occupied by a firm to run its operations. A company or firm may have multiple business establishments, or locations.

**Management Type:** Hotels, motels, and casino hotels can be managed by different entities. In this report, these different types of management structures are broken out into the following three categories: (a) corporate office headquarters, (b) an independently-owned franchise, or (c) a management company. In some cases, hotel management may be conducted by the same organization as the owners; for example, a brand-owned hotel may also be run by corporate office headquarters or an independently-owned franchise may be managed by the franchise owner.

However, some hotel owners choose to hire a separate management company to operate their hotel real estate; these could be multiple hotels across different brands. Management companies have specific expertise in running all aspects of hotel operations, including the restaurants and other food and beverage services at a hotel. Independently-owned franchises or independently-owned businesses may choose to run the day-to-day operations in-house or outsource these tasks and activities to a management company.

**Ownership Type:** Hotels, motels, and casino hotels may be owned by a wide variety of entities, ranging from private small businesses to large public corporations or Real Estate Investment Trusts (REITs). Regardless of the size or the financing structure of the owner, the entity that owns a given hotel will choose the branding and potential franchise affiliation of the property. Many owners choose to operate the property by affiliating with a brand franchisor (e.g. Hilton, Marriott, Wyndham); others operate the property independently and are not affiliated with any franchise chain. As an example, this is akin to opening a fast food hamburger chain and getting to choose between naming it “Jane’s Burger” or affiliating with franchisors like McDonalds or Burger King. In the case of a smaller subset of hotels, the brand franchisor company actually owns the hotel and will typically choose to affiliate it with one of the brands they control in their portfolio.

In this report, three categories of Ownership Brand Affiliation categories are utilized: (a) independently-owned franchises affiliated with a brand franchisor, (b) independently-owned businesses not affiliated with a brand franchisor, or (c) brand-owned hotels.