

HOSPITALITY INDUSTRY

White Paper

•

Women in Tourism & Hospitality: Unlocking the Potential in the Talent Pool

Written by Professor Tom Baum from the University
of Strathclyde in Glasgow and Associate Professor
Catherine Cheung from Hong Kong Polytechnic University

MARCH 2015

Contents

About the White Paper	3
Executive Summary	5
Propositions	7
The Business Case	7
The Hospitality Industry	9
Case Studies	13
Recommendations for commercial & practical change across the stakeholder groups	30
Bibliography	36

About The White Paper

This White Paper - Women in Tourism and Hospitality: Unlocking the Potential in the Talent Pool – was produced by the Hospitality Industry Pipeline (HIP) Coalition and launched at the Women in Tourism and Hospitality Forum in Hong Kong on 5 March 2015.

The HIP Coalition was established in 2014 and brings together leading members of the industry and non-government organisations (NGOs) to identify, share and promote best practice in recruitment, employment, diversity and inclusion, to address shortages in the talent pipeline.

HIP Coalition Members

DIAGEO



BANYAN TREE
HOTELS & RESORTS

starwood
Hotels and
Resorts



SALA
HOTELS &
RESORTS

White Paper Research Partners



Acknowledgements

The HIP Coalition would like to thank the following organisations for their contributions to the White Paper: Wyndham Hotel Group; Intercontinental Hotel Group; Mantra Hotels, Resorts and Apartments; Culinary Institute of America; and, SHATEC. The HIP Coalition and its outputs and the WITH Forum are Diageo-led initiatives. They are part of Plan W, Diageo's Sustainable Development strategy to empower women through learning.



About Diageo

Diageo is a global leader in beverage alcohol with an outstanding collection of brands across spirits, beer and wine categories. These brands include Johnnie Walker, Crown Royal, J&B, Buchanan's and Windsor whiskies, Smirnoff, Cîroc and Ketel One vodkas, Captain Morgan, Baileys, Don Julio, Tanqueray and Guinness. Diageo is a global company, and our products are sold in more than 180 countries around the world. The company is listed on both the London Stock Exchange (DGE) and the New York Stock Exchange (DEO). For more information about Diageo, our people, our brands, and performance, visit us at www.diageo.com. Visit Diageo's global responsible drinking resource, www.DRINKiQ.com, for information, initiatives, and ways to share best practice. Celebrating life, every day, everywhere.

Plan W

*Plan W is part of Diageo's new 2020 sustainability and responsibility targets which aims to build thriving communities. Through Plan W Diageo aims to empower women by giving them opportunities to learn and develop skills to be able to influence society and the economy. The community initiative was launched in December, and in March 2013, Diageo became the first beverage alcohol company to sign the UN Women's Empowerment Principles globally, further demonstrating Diageo's commitment to workplace diversity for our own business, as well as growing the talents, skills and capability of the women who work in our wider value chain. Our four key areas of focus for Plan W include; **Our Company:** ensuring a diverse and equitable workforce; **Our Industry:** delivering targeted skills training to women in hospitality to improve their knowledge and job prospects; **Our Communities:** working with partners, to train women in marginalized communities helping them to get jobs and start businesses; **Our Consumers:** raising awareness among consumers. To date, Plan W has empowered 90,575 women through learning, indirectly impacted 452,875 people and is building thriving communities across 15 countries.*

Executive Summary

This White Paper is the result of a Diageo-led initiative which has brought together key members of the hospitality and tourism industry and NGOs to understand the barriers to gender diversity and develop recommendations to unlock the potential that women offer within the sector's talent pool. The Coalition also aims to collectively raise awareness of the broader talent shortage that the hospitality sector faces, and the role that women can, and should, play in the future growth of the industry on the basis of both a business ("the head") and moral ("the heart") rationale..

Background

The tourism and hospitality sector has become an economic and social phenomenon, demonstrating above average growth for the fifth consecutive year since the 2009 economic crisis and being set to create 70 million new jobs over the next 10 years. Within the industry, women make up nearly 70% of the workforce, however paradoxically there is a marked under-representation of women in senior positions, with women holding less than 40% of all managerial positions, less than 20% of general management roles and between 5-8% of board positions.

As a result of the size and relevance of the sector within the global economy, there are a wide range of stakeholders that have a strong commercial interest in enabling its continued growth and development, and associated with this, in enhancing the talent pipeline in order to unlock the potential of women in the workplace. These stakeholders encompass private and public sector players, education and training providers as well as the communities in which the sector is active. This White Paper addresses each of these groups and provides targeted recommendations based on the business case for gender diversity within the industry.

**WOMEN HOLD < LESS THAN
40% OF ALL MANAGERIAL POSITIONS**



**LESS THAN 20% OF GENERAL
MANAGEMENT ROLES AND
BETWEEN 5-8% OF BOARD POSITIONS**

Executive Summary

Approach & Methodology

The Paper was developed through collaboration across industry participants and stakeholders, by sharing best practice examples within the sector and conducting in-depth interviews with Coalition members, in order to identify optimal ways of enhancing gender diversity.

Research-based case studies were created and provided by Coalition members and other industry stakeholders. The case studies aim to highlight best practice talent strategies and inclusive employment practices. Coalition members engaged in open dialogue with industry members, non-government organisations (NGOs) and education providers in order to further identify learnings that can be shared across the sector.

The Paper also examines the two primary propositions for gender equality within the tourism and hospitality sector; both the moral imperative and the business case and aims to demonstrate the financial gains associated with providing more opportunities for women in leadership.

Findings

The Paper clearly demonstrates the need and opportunity to better capitalise on the role of women as a key component of the talent pipeline within the sector to the deep benefit of the global industry as well as individuals and communities where tourism is active.

It is clear that the industry does not demonstrate one single solution that will address the underrepresentation of women in senior positions within the industry. Despite this, the Paper has identified a widespread belief in the business benefits of diversity and motivation across the industry, to better enable women to drive the future of the industry.

In order to benefit from this motivation, the Paper provides key recommendations for stakeholders to align with and implement across three core areas – policies and procedures, engagement and consultation, and education and training. This research also identified a lack of available data within the industry to statistically support the business case for diversity, and it is on this basis that the Paper calls for further monitoring, evaluation and collaborative engagement in order to meaningfully build on the imperative to unlock the potential of women within the talent pool.

Proposition

The debate that promotes equal opportunities for women in the hospitality workplace relative to their male colleagues reflects two distinct but inter-related propositions, vis.



Emotional(Heart)

The moral imperative, in which women have the right to equal access to opportunity, reward and status to that of men in the hospitality workplace when they undertake similar work, as well as when aspiring to promotion and advancement. Because of historical and cultural factors, women may also merit the support of affirmative action in order to attain such equality; and



Commercial(Head)

The business case, which stipulates that women represent a talent pool in the hospitality skills economy that is at least as great as that of men in most countries and there is clear commercial logic to foster this talent, in the interests of companies and the wider economy.

This White Paper recognises the importance of the changing attitudes to women in the hospitality workplace in supporting their right to equal treatment in law and in practice. However, our main focus is on the rationale that supports initiatives to increase the number of women in leadership positions, given the integral role they play within talent strategies, and the resulting financial gains from such an approach.

The Business Case

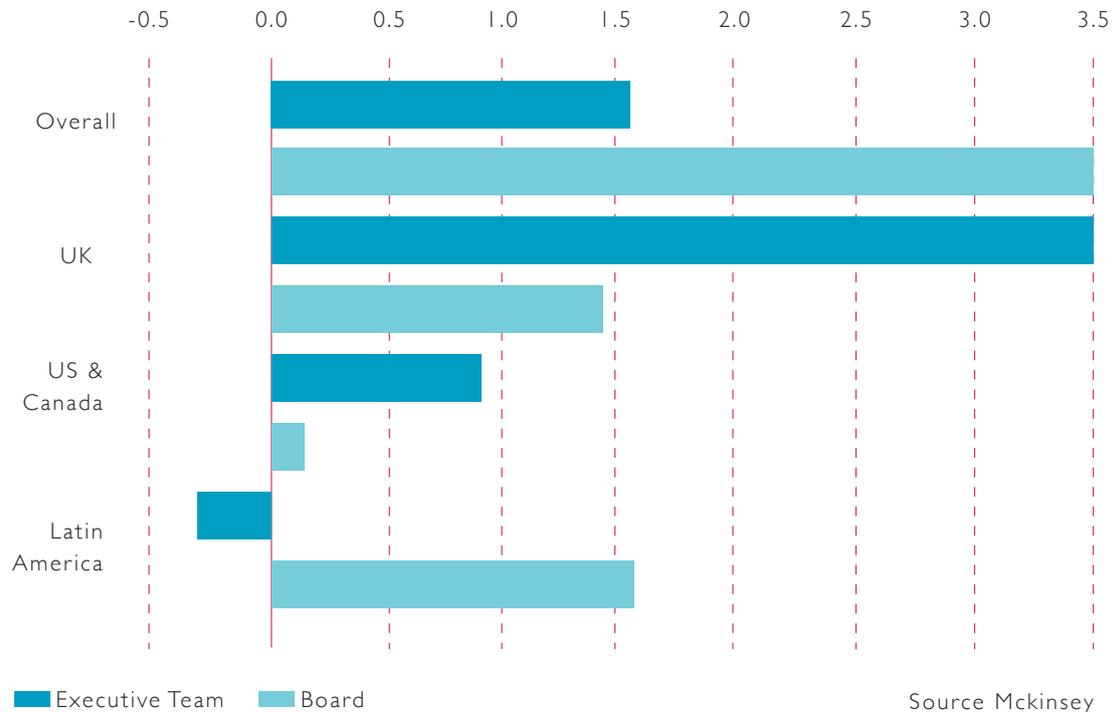
Women represent at least half of the talent available to organisations and economies in most countries. While talent is recognised as a critical business asset and a fundamental driver of corporate performance, winning the "war for talent" is seen as a significant challenge, particularly in developing countries. Ignoring this talent pool puts at risk the competitiveness of both companies and the economies in which they operate. Effectively managing the talent pipeline is essential for meeting companies' human capital and enables them to better produce, distribute and deliver their goods. To prioritise men within this potential talent pool represents a significant missed opportunity in any talent strategy.

The evidence base for the diversity business-oriented talent case is compelling. The "Diversity Matters" report (McKinsey & Company, 2014) found a statistically significant relationship between a more diverse leadership and better financial performance. The companies in the top quartile of gender diversity were 15 percent more likely to achieve financial returns that were above their national industry median.

The Business Case

FINANCIAL PERFORMANCE & DIVERSITY

Predicted increase in EBIT margin for increase of 10% in gender diversity



This McKinsey & Company analysis clearly demonstrates the value, in profitability and wider performance terms, of increasing gender diversity at senior levels within major organisations.

The business case for gender diversity can be further supported by a number of points that are directly relevant to the tourism and hospitality industry:

- Women make the majority of a household's purchase decisions and therefore demonstrate stronger customer orientation
- Diversity fosters improved decision-making through innovation and creativity
- Women can help to introduce a wider range of skills and traits to the workplace
 - more people development, expectations and rewards, role models, inspiration and participative decision-making (McKinsey & Company, 2012).

The Business Case

Evidence also suggests that:

- Diversity can lead to increased employee satisfaction and reduction in conflicts between groups, improving collaboration and loyalty.
- Gender equality is strongly linked to the economic performance of a country - according to the Global Gender Gap Index (World Economic Forum, 2014).

The business case for gender diversity is well-summed up by Oxfam:

“

Enlightened businesses are realising that enabling women's full potential delivers returns. For business, equal treatment of women and men means access to the most talented pool of workers, a more balanced and talented board, greater appeal to the consumer base, an enhanced corporate reputation, and even a more stable supply of basic commodities

”

Oxfam, 2012

The Hospitality Industry

The Growth of Tourism

An economic & social phenomenon

Over the past few decades, tourism has experienced continued growth and diversification to become one of the fastest growing economic sectors in the world. Modern tourism is closely linked to development and encompasses a growing number of new destinations. These dynamics have turned tourism into a key driver for socio economic progress (UN World Tourism Organisation, 2014).

Today, the business volume of tourism equals or even surpasses that of oil exports, food products or automobiles. Tourism has become one of the major players in international commerce, and represents one of the main income sources for many developing countries. This growth has also resulted in greater diversification and competition among destinations. This global spread of tourism in industrialised and developed states has produced economic and employment benefits in many related sectors - from construction to agriculture or telecommunications.

The Hospitality Industry

The contribution of tourism to economic well-being depends on the quality and the revenues of the tourism offering. The United Nations' World Tourism Organisation (UNWTO) assists destinations in their sustainable positioning in ever more complex national and international markets. The UNWTO points out that particularly developing countries, in particular, stand to benefit from sustainable tourism and acts to help make this a reality.

Why Tourism Matters



UN World Tourism Organisation, 2014

Women in Tourism & Hospitality

According to the World Travel and Tourism Council (WTTC), global tourism will create 70 million new jobs in the next decade, and almost 70% of these will be in Asia. Over the same period, the WTTC predicts Asia's travel and tourism industry will grow by more than 6% each year—the fastest expansion rate of any region in the world. By 2020, Asian travelers will account for nearly one-half of all global tourism expenditures.

Faced with such high growth predictions, especially in Asia, the hospitality industry must adopt a more proactive and strategic approach to talent management.

Taking a global perspective, women in hospitality:

- Make up close to 70% of the total workforce (Sinclair, 1997)
- Undertake over 70% of all work in the informal hospitality sector (Sinclair, 1997)

The Hospitality Industry

Since women already make up a significant proportion of the hospitality industry's workforce, any talent management strategy that does not incorporate a focus on female human capital would be illogical. On this basis also, ignoring the barriers to the inclusion of women in the potential supply of talent would be illogical. However, evidence shows that this is happening:

- Women hold less than 40% of all managerial and supervisory positions in the international hospitality industry (Baum, 2013)
- Women hold less than 20% of general management roles (Sinclair, 1997)
- Women are identified as owners of less than 20% of hospitality businesses and only around 10% of hotels worldwide (Sinclair, 1997)
- Women make up between 5% and 8% of corporate board members of publically-quoted hospitality businesses (Sinclair, 1997)

In a 2015 report, the WTTC highlighted the consequences of talent imbalances and talent shortages in global tourism, focusing on serious business and profitability consequences. Of the talent challenges faced by hospitality, perhaps the major issue is that of a failure to utilize talented women to the best effect within the industry, particularly at senior levels.

In 2010, the International Labour Organization (ILO) highlighted the challenges faced by women in the hospitality workplace when it noted that "A divergence between qualifications and workplace reality is observable for women, who make up between 60 and 70 per cent of the labour force. Unskilled or semi-skilled women tend to work in the most vulnerable jobs, where they are more likely to experience poor working conditions, inequality of opportunity and treatment, violence, exploitation, stress and sexual harassment" (Baum, 2013).

This assessment is supported by a number of complementary sources, notably the UNWTO in a 2010 report that highlights both the opportunities and challenges that face women with respect to employment in tourism.

Despite dominating the hospitality industry by numbers, and the apparent "diversity advantage" this brings, women continue to be under-represented in senior positions and general management roles and when it comes to women in leadership roles the sector falls short of other industries that don't demonstrate the same advantage.

The imperative to have women in leadership roles is now mainstream, and many multinational companies and sectors have initiatives and objectives which aim to make this possible. However, the hospitality and tourism industry clearly has not yet succeeded in promoting women in significant numbers into leadership positions.

The Hospitality Industry



The question is why? What barriers exist in the hospitality industry to prevent women progressing into senior roles and what is being done to break down these barriers?

Barriers facing Women in Hospitality

The gender challenges in the global hospitality industry highlight a range of barriers that are predominantly socio-cultural but which also impinge on wider economic and political

- Cultural traditions that are manifest in differing ways and to varied degrees across most countries and communities which prescribe traditional gender roles and responsibilities in the home and workplace, thus mitigating against opportunity for women to progress to the highest levels in organisations.
- Education systems in many countries that continue to typecast men and women into specific work and domestic roles.
- Role stereotyping that sees women typecast into roles in specific departments of hotels such as housekeeping, front office, human resource management and marketing from which promotion to senior operational and leadership roles may be difficult.
- Workplace role models that reinforce these stereotypes.
- A combination of overt and implicit discrimination against women at all stages of the recruitment and promotion/ opportunity cycle, notwithstanding equal opportunities legislation in many countries.
- Workplace cultures and expectations in hospitality that disadvantage women who aspire to a reasonable balance between work and family (child and elder) care responsibilities.
- Aspirational and laudable corporate policies in major hospitality companies that support opportunity for women on an equal footing to men and, in some cases, provide additional affirmative action to enable women to progress in organisations. However, such policies and programmes rarely extend to include the increasingly diverse and extended supply chain that is in place in companies that outsource services across a range of front- and back-of-house functions.

The Hospitality Industry

- A major and relatively unarticulated barrier to gender progression and breaking the glass ceiling at senior levels in the hospitality industry could well be the attitude of owners who increasingly influence the employment practices of their management or franchise companies. Owners are not subject to the aspirational policies and strategies that major companies might put in place.
- Case making barriers – a review of some of the major events designed to address issues of women's participation tend to consist of women talking to women. It is vital that all stakeholders move away from the perception that this is a 'women's issue' to which only women have a serious input. It is vital that gender issues in the hospitality workforce are seen as a business matter that demands engagement of key personnel, irrespective of their gender.

Stakeholders with Commercial Interests

The hospitality and tourism industry accounts for a significant proportion of economic activity in Asia and as such impacts, and is impacted by, a wide range of stakeholders. These stakeholders have a vested interest in enabling the continued growth of the industry and therefore share the responsibility for a healthy talent pipeline. They include the private sector (multi-national hotel groups, hotel owners, local operators and the hospitality supply chain), governments and regional policy makers, education providers and training institutes, and the wider community in which the tourism industry exists.

This paper makes a range of recommendations for these stakeholders – specifically or in general – which are based on the “head” proposition, or commercial rationale, for gender diversity in the hospitality industry.

Case Studies

Responding to the challenges: Best practice stakeholder case studies

While there is clearly more progress needed in order to improve gender equality within the sector, by collaborating and sharing best practice activities that are delivering results, the industry is able to learn from existing stakeholders and enhance the adoption of innovative approaches to gender equality.

The best practice cases outlined here, and provided by HIP Coalition members, form the basis for the recommendations that conclude this White Paper. The case studies are classified into three categories – hotel companies, educational establishments and NGOs.

Case Studies



Hotel Companies



Case Study I

Accor - Role Models & Networks

Accor operates 3,600 hotels in 92 countries, 19 of which are in Asia Pacific. 47% of all staff and 22% of management staff are female.

Accor's worldwide diversity policy is defined in The Group's Diversity Charter, which is based on the principle of non-discrimination and equal treatment. The four priorities for the Group are: gender, disability, age and origin. The policy is supported by a "Diversity management" e-learning training programme which trains staff across a wide range of themes that relate to effective diversity management, including gaining a full understanding of the issues, the legal and social context, to be able to recognize management situations where gender diversity is a concern, distinguish role and opportunity stereotypes and understand the challenges in promoting diversity.

Accor aims to develop women in leadership and is making a difference in achieving gender diversity, through its internal networking programme, Women at Accor Generation (WAAG), which is highlighting women's roles and opportunities in Accor.

In Asia Pacific, WAAG Committee is represented by members from China, India, Indonesia, Thailand, Singapore, New Zealand, Australia, Korea and Japan, who have each established tailored activities and programmes in country, to meet their unique challenges in achieving gender diversity. For example, in Australia, women returning to work after childbirth face expensive child care and long waiting lists. WAAG and the Australian leadership team developed a flexible work policy, which enables flexible working arrangements such as varying work hours, working from home and job share arrangements. This policy benefits women but also men who share family responsibilities. In contrast Accor India's workforce - where the hospitality industry is perceived as unsafe and unattractive as a career choice for women - comprises only 11% women. WAAG is dispelling myths and growing an understanding of the opportunities in the industry through engagement with universities and parents.

Case Studies

In setting up the network, Accor Asia Pacific WAAG committee consulted with its 900 members to identify needs. Many wanted to build skills, knowledge and confidence to further their careers. In response, Accor developed a collaboration site to enable greater sharing, featuring the network's activities, "EmpoWer Hours" webinars featuring guest speakers on key topics such as 'how to say no', 'giving and receiving feedback', and career planning assistance, as well as face to face forums led by successful senior female leaders in the organisation. To address members' desire for in person support, a mentoring programme was established, matching male and female mentors with female members to provide specific skills coaching or advice on how to effectively manage organisational politics – widely shown to be an aspect which causes women to opt out at senior level. In 2014, 59 mentoring matches were made and reports to date have indicated that the programme has benefited both mentors and mentees.

Accor has also implemented recruitment practices to support women into managerial positions, such as requiring the final short list of candidates for a hiring role to include equal number of men and women candidates.



Learning from this case

It is important to develop role models within organisations to inspire women to progress their own careers in hospitality. Establishing platforms to share experiences, seek guidance, support and inspiration is vital. Ensuring internal practices are aligned is key.

Case Studies

Case Study 2

Banyan Tree - Beyond Gender. Local Sourcing

Banyan Tree Holdings Limited is a leading, international hospitality brand that manages and develops premium resorts, hotels and spas. Listed on the Singapore Stock Exchange since 2006, the group currently consists of 30 hotels and resorts, over 60 spas, 80 retail galleries and two golf courses in 27 countries, with aggressive expansion plans for the future. Owned or managed brands include Banyan Tree, Angsana, and Cassia.

Banyan Tree employs 9,557 associates globally; 46% are female. In China, which is largely skewed to a higher male representation as a result of over 30 years of the country's family planning policy, Banyan Tree employs 1,483 female associates and 1,307 male associates. The company employs 1,418 female Chinese nationals compared to 1,216 male Chinese nationals. Of the global top management, 31 are females and 43 males, and in non-hotel based heads of department there are 83 females and 91 males (hotel based heads of departments are more skewed with 35 females and 86 males).

Banyan Tree's culture, hiring and promoting policies aim to move beyond gender, focusing on capabilities and merit-based hiring and promotions. The Group seeks to hire as much as possible from local communities, including significant investments into continual training and up-skilling to empower associates to deliver high-end experiences that guests expect. The targeted internal training and development strategy identify and develop talent at specific intervals in the career progression, ensuring employees progress through the organisation. Across all ranks and functions, associates showing promise are identified as High Potential associates and groomed for continual training and growth for their career paths. They then enter into the Fast Track programme where they are provided with supplemental training to guide them to progress to assistant manager level.

This accelerated development continues into the bespoke development program known as the Talent Management Programme (TMP). Banyan Tree's in-house training arm, and Banyan Tree Management Academy provides training to guide associates from assistant manager level to manager level. This includes a nine-month distance and in-person training programme.

Internal development continues through the bespoke Management Development Programme (MDP). Banyan Tree Management Academy continues to guide associates up beyond the manager level and into global leadership roles, with its Management Development Programme, another 9 month distance learning and in-person training programme aimed at providing the global perspective of management to future leaders of the company.

Case Studies

The in-person training for the TMP and MDP both include training sessions delivered by Banyan Tree's senior management experts in their respective fields and further inculcates the corporate ethos and culture that has been core to the company since its founding.

Furthermore, the group's integrated business model includes Gallery operations. The retail arm is consolidated under Banyan Tree Gallery, which comprises five brand segments located in over 70 stores worldwide. The enterprise's roots stretch back to a 1989 encounter with a women's rights proponent showcasing Thai "maun" cushions hand made by community craftswomen in Yasathorn, Thailand.

Working with the group of craftswomen, Banyan Tree Gallery founder Ms Claire Chiang found the intersection of corporate purchasing budgets and community empowerment. Over 500 of these traditional "maun" cushions were purchased over time from the community in order to include them in each room of the new Laguna Phuket integrated tourism development. In addition to supporting the women of the village, the company also provided additional funding to create the Santitham Vidhayakhom School.

Since then and after opening its first retail outlet in 1995, Banyan Tree Gallery has enabled local community craft producers by providing a global shopfront for their indigenous and possibly vanishing crafts. When approaching community craft producers, Banyan Tree Gallery most often engages with women who have the skills as well as pockets of time (after caring for homes and families) to produce the crafts. In such cases, the team engages with the artisans directly to work out timelines and production schedules which fit into the pockets of time the women producers have available (in order to ensure familial commitments remain fulfilled while also providing supplemental income for the women producers and their families).



Learning from this case

This case shows that women can be successfully employed even in the traditionally male-dominated business environment in China, through bespoke training and an emphasis on capabilities and merit based practices. In addition, this case highlights how innovative sourcing can create opportunities for women-led businesses, delivering value to business, communities and individuals.

Case Studies

Case Study 3

Intercontinental Hotel Group (IHG), China: A mobile talent base

IHG operates more than 230 hotels in Mainland China, across their brand range which includes Holiday Inn Express, Hotel Indigo, Holiday Inn, Crowne Plaza, and InterContinental. IHG in China employs 55,000 people. IHG highlights that their brand and geographical spread gives them real strength in catering to the needs of individual employee's personal and career requirements.

All recruitment decisions are made on the basis of the applicant's ability and capability. The available promotion path leverages opportunities of the brand and can allow an employee to start in a junior position at a budget hotel to then become manager of a mid-size hotel, before becoming the General Manager (GM) of a luxury brand hotel, within the group. IHG China recognises that mobility among their employees is crucial, to meet talent needs. Over 50% of all IHG China employees are non-local and this figure increases in more senior management levels within the organisation. This figure compares with just 29% of non-local employees in IHG worldwide.

However, IHG recognises that a consequence of the one child family policy places great responsibility for the care of elder parents on particularly but not exclusively, daughters. The 'Best Offers from Hometown' programme was launched in response to the pressure on employees to support ageing parents. 'Best Offers from Hometown' provides a channel for talented employees to return to their hometown to pursue their careers with IHG. This benefits individuals who return home to be with family, but also brings accumulated experience back home, playing to local knowledge continually developing professionally. It adds value to hotels, which are able to find great talent in a quick and cost-effective way and enables IHG to retain talent, building professional skills in second and third-tier cities.

The talent groups are categorised as 'Mobile Aspirers' - employees willing to work away from home in the budget hotel sector in order to gain the necessary experience for promotion, 'Mobile Achievers' are those who have gained promotion and hold senior positions within prestigious properties away from their hometown, 'Home Town Starters' who have been recruited locally to work at the budget end of the market or have returned home for family reasons and 'Home Town Settlers', who have brought their experience home with them and have been placed in a prestigious property locally. 'Best offers from Hometown' is available to all employees. Indeed, 80% of current employees have expressed a wish to return to their hometown within the next 1 to 5 years. It is evident that the major beneficiaries are women in managerial positions, aspiring to grow their career within IHG.

Case Studies



Learning from this case

Responding to the specific work-life balance needs of employees - in particular women - the 'Best Offers from Hometown' programme recognises to specific demographic and cultural realities for women in China, allowing them to meet personal obligations whilst also pursuing career goals within the company. This helps to create a brand where employees' loyalty can be cultivated, resulting in increasing retention, lower attrition and better motivated staff, securing IHG's talent pipeline.

Case Studies

Case Study 4

Mantra Hotels, Resorts & Apartments: Setting targets; listening & responding

Mantra Hotels, Resorts and Apartments offers a variety of accommodation with 120 properties in every Australian state and territory and in New Zealand's Queenstown, employing 3,433 staff. Overall 61% of employees are women, but representation at key levels of management is much lower.

Mantra is committed for both business and ethical reasons to improving the gender balance at senior levels within the company, which starts with understanding the situation and monitoring the data. In 2014, Mantra's employee survey showed that very high percentage of team members (96.8%) agreed that most senior managers genuinely support equality between men and women at Mantra Group; supported by an equal or higher percentage of team members who agree that both genders have equal access to management roles, have equal access to training and development, and have the same opportunity for promotion. This provided a fertile environment within which to promote and develop gender equality in the organisation.

In response, Mantra launched a company-wide Women in Management (WIM) programme to increase the percentage of female representation in leadership roles and the percentage of women returning from maternity leave. The programme has six objectives:

- Support for women and their careers within the company, by other women
- Spot female talent with potential and cultivate mentoring relationships to support their development
- Focus on succession planning
- Deliver emotional intelligence training specifically relating to women in the workplace for all senior staff
- Profile senior women in the Group through internal communications channels to highlight achievements
- Support for women returning to work after maternity leave

The integrated and strategic approach represents a clear statement of intention to the promotion of opportunities for women.

Case Studies



Learning from this case

Maintaining current information about women within the company and understanding their aspirations, and setting targets to increase the percentage of women in senior roles allow this company to build a series of initiatives that support women as a key talent source for future leadership roles, through talent spotting, effective succession planning and active profiling.

Case Studies

Case Study 5

Starwood Hotels - Developing Talent from Within

Starwood Hotels & Resorts Worldwide, Inc. is one of the leading hotel and leisure companies in the world with more than 1,200 properties in 100 countries and 181,400 employees at its owned and managed properties across nine distinct lifestyle brands: St. Regis®, The Luxury Collection®, W®, Westin®, Le Méridien®, Sheraton®, Four Points® by Sheraton, Aloft®, and Element®. Starwood Asia Pacific is the fastest growing Division and comprises close to 290 operating hotels across 16 countries in Asia Pacific.

Diversity is a key component of Starwood's business strategy; and one of Starwood's global diversity and inclusion focus areas is to advance Female Talent. This initiative seeks to ensure gender balance at all levels of the organization. With this focus, Starwood launched its Starwood Global Female General Manager (GM) Initiative which serves as a roadmap for increasing female GM representation globally. The spotlight on increasing female GM is a result of an extensive study which sought to understand the current state of females in the GM pipeline and GM roles within the organization. The study included identifying the barriers to increasing the female GM representation; and implementing globally agreed strategy and action plan.

The global study established that Starwood has a balanced gender representation at executive levels but also reflected an opportunity to increase female representation at GM positions. The same insights applied to Starwood Asia Pacific. Starwood Asia Pacific employs over 74,500 associates, of which 42% are women. Specifically, 38% of executive team members in Asia are women and 12% are in GM positions.

Starwood identified a series of barriers to growth and opportunities, including limited growth prospects; perceived lack of work-life balance; demands of the GM career path; 'blind male bias' among decision makers; demands of mobility; lack of self-confidence; absence of mentors; limitations to the GM pipeline development amongst others.

In response, Starwood has focused on an array of initiatives including ensuring leadership commitment; investing in pipeline development; adopting appropriate recruitment procedures and approaches; creating a sustainable work environment; communicating achievements and reviewing progress for continuous improvement.

Case Studies

Specifically for Starwood Asia Pacific, Starwood Careers was introduced as a meaningful career development program in 2003, to develop talent and build Asia Pacific's bench strength and talent pipeline. This acceleration of talent pipeline growth was aligned with the organization's high growth strategy.

Starwood Careers incorporates talent management approaches that are strategic and deliberate by providing career development opportunities across all levels; building strong employee value proposition, employer branding & loyalty; and creating a culture of continuous people development & organizational capability building. This delivers on Starwood's "Win with Talent" strategy and is in line with the belief that the rapid growth and global success of Starwood is anchored on their associates.

Starwood Careers adopts an equal opportunity and 'bubble-up' approach by extending leadership developmental opportunities to every associate at any level of the organisation, with a strong focus on promoting from within. Hence, the merit-based approach helps afford developmental and mentoring opportunities to Starwood Asia Pacific's diverse pool of talent including aspiring women.

With an equal opportunity and merit-based approach, Starwood Careers consistently promotes diversity and inclusion priorities, whilst supporting and surfacing female leaders in the organization. Through Starwood Careers, Starwood Asia Pacific has developed and surfaced 72% of its female GMs internally. For instance, there were no female GMs in the Thailand, Vietnam, and Cambodia region prior to 2003; and today, the same region has 5 female GMs who are all graduates from the Starwood Careers GM program.



Learning from this case

This case demonstrates the importance of identifying barriers and building strategies and programmes to support aspiring women in the company through meaningful career development and focus on promotion from within.

Case Studies

Case Study 6

Wyndham Hotel Group - Culture of diversity & the consumer opportunity

The Wyndham Hotel group consists of 7,587 properties in 71 countries of which 7,529 are franchised and 58 are managed. Fifty five percent of the 6,510 full time staff are women, within management positions 45% are women.

'Respect' and 'diversity' are core company values. While there are no specific initiatives to support preferential treatment for women, Wyndham creates opportunities for women through a range of programmes:

- Mentor Circle gives women access to senior colleagues as mentors
- WYNternship allows new entrants to gain exposure of a wide variety to short-term opportunities within the company
- Sponsorship of the national "Women in Leadership" programme

Through Women on Their Way, Wyndham aims to address the specific needs of women travelers, highlighting this as indicative of the organisational culture which supports women in the workplace and in society. Launched in 1995, Women on Their Way is the hospitality industry's longest-running branded programme dedicated to women travelers, in which Wyndham focuses on security, privacy and in-room amenities, resulting in a better hotel experience for all travelers.



Learning from this case

Diversity is part of the organisation's culture, providing a multi-pronged approach to fostering and supporting talented women within the company. They have also built consumer focused brand loyalty through tailored experiences.

Case Studies



Education Providers



Case Study 7

Culinary Institute of America (CIA) - Gender equality is intergral in education

Founded in 1946, the CIA is an independent, not-for-profit college offering associate and bachelor's degrees with majors in culinary arts, baking and pastry arts, and culinary science, as well as certificate programs. As the world's premier culinary college, the CIA provides thought leadership in the areas of professional excellence, health and wellness, sustainability, and world cuisines and cultures through research and conferences. The college has campuses in New York, California, Texas and Singapore.

Diversity is a key pillar of CIA's Mission Statement. By examining the challenges that women leaders are facing and finding solutions to overcome these challenges, they are building female students' confidence to be more prepared to work in the industry. Through its curriculum CIA offers a senior year elective course on Women in Leadership in their undergraduate programmes, designed to raise awareness of diversity issues within hospitality, and the business value in promoting better use of all human capital.

CIA promotes career opportunities for women within the sector, actively sponsoring the *Women's Foodservice Forum* and through CIA's annual Leadership Awards, which celebrates the achievement of industry leaders.



Learning from this case

Using university and college curricula and student learning at undergraduate level in order to promote understanding of women in the hospitality workplace provides a strong foundation from which all graduates are able to learn and to apply that learning during their working careers.

Case Studies

Case Study 8

Hong Kong Polytechnic University - Influencing the wider industry

The School of Hotel and Tourism Management (SHTM) at The Hong Kong Polytechnic University's motto is "Leading Hospitality and Tourism". Over 2,000 students are enrolled in the SHTM, and the majority of its 65 academic staff from 19 countries has hospitality or tourism industry managerial experience. As a global centre of excellence in hospitality and tourism education and research, the SHTM serves the industry and academic communities through the advancement of education and dissemination of knowledge.

While these initiatives are not gender specific, they highlight the influential role the educational institutions have, in developing talent, shaping the industry and providing a platform for role models and alumni.

The School's active advisory committee, led by industry leaders, helps to ensure the curricula mirror the realities and fulfil the current and future needs of industry. The Work-Integrated Education programme, or industry placements, for undergraduate students ensure experience in industry operations and managerial decision making across different departments, to help students develop a range of valuable skills. A mentorship programme links full-time students to industry professionals, growing students intellectually, socially and personally. An annual in-house career day provides opportunities for industry recruiters and graduates to connect and facilitate career placements.

As more women are being elevated into leadership roles the SHTM's Women in Leadership in Hospitality Mini-Forum held in 2014, discussed the impact of female leadership on the industry. Finally the Web-based Tourism Demand Forecasting System developed in 2008 continues to inform the strategic decisions of the industry in Hong Kong.



Learning from this case

The University's leading position in Hong Kong and the wider region has enabled its women graduates to succeed in their careers, leveraging the strength of their educational brand as a major contributor to their success.

Case Studies



Non-Government Organisations



Case Study 9

Sala Baï - Fostering local community skills

Sala Baï is a development programme created and managed by the French NGO Agir pour le Cambodge (APLC). Sala Baï Hotel and Restaurant School founded in 2002 in Siem Reap, Cambodia, is entirely and exclusively intended for young Cambodians from underprivileged families, generally from remote areas. More than 1,000 young people - with a 70% priority given to girls, to overcome their higher vulnerability and traditionally lower access to education have been trained to date. They have all found a job upon completion of their one-year training.

The hotel and restaurant vocational training school is free to students, providing training materials, food, accommodation, insurance and medical coverage. Training is in the disciplines of restaurant service, cooking, front office and housekeeping. The year-long programme incorporates four months' internship in partner hotels in Siem Reap and a month dedicated to the search for employment. Recognising the challenging backgrounds from which many students come, the staffing committee includes seven technical teachers, four language and maths teachers and four social workers. The Diploma awarded is endorsed by the Cambodian Ministry of Tourism and the Ministry of Labor and Vocational Training.

The impact of the Sala Baï training is clear. The students achieve 100% job placement within four to 12 weeks of graduation and they gain an entry salary of between US\$80 and US\$100. Typical family income is below US\$30 a month at the time of recruitment, but within three to four years of graduation, individuals' salaries can reach approximately ten times this (US\$250 to US\$350). On average, a student's salary supports four to five family members, enabling siblings to attend school, and in many cases saving to pursue university studies.

Case Studies

The school maintains 18 partnerships with four and five star hotels, which source staff from the programme. In November 2012, 90% of Sala Baï alumni were still working in the tourism and hospitality industry.

A new school with significantly increased training and accommodation capacity is currently under construction.



Learning from this case

Sala Baï demonstrates clearly that talent can be identified and nurtured through a wide range of routes into hospitality. Young people without any exposure to or skills in hospitality have the opportunity to progress into positions of responsibility in the industry and the majority of these are women. The programme enables talent to be trained, sourced and nurtured locally, and significantly benefits the individuals, the community and the industry.

Case Studies

Case Study 10

Care International - Tri sector collaboration to grow the industry

CARE International is a global NGO, representing a confederation of 13 member organisations which has its secretariat in Geneva.

In Sri Lanka, CARE has piloted a partnership between Diageo and the Jetwing Hotel Group to provide hospitality skills training for young adults and to grow the talent pool and actively encourage the inclusion of women into the hospitality industry, as part of Diageo's women's empowerment programme Plan W. Through the 'Enhancing Skills and Knowledge - Increasing Employability of Youth' pilot, 166 completed the training including 54 young women. Students were trained in the four disciplines of restaurant service, cooking, front office and house-keeping as well as; English language and soft skills. The training was delivered in part by Jetwing Hotel staff.

The female participation rate of 33% is a marked increase from actual female representation in the industry, and higher than the national female labour force of 28% and is a very positive development in a sector which currently fails to attract women due to the negative reputation of the industry, and existing cultural norms and perceptions of appropriate employment for women.

Despite this, CARE's report noted the significant challenges in recruiting women to the training. The team actively involved community leaders and government bodies to change perceptions of female participation in the industry. A grievance redress mechanism was put in place and the principal of the training centre personally took on the responsibility of handling this mechanism. Students were also encouraged to work in less traditional 'female roles' in the hotel - an important initiative to enable progression to leadership positions.



Learning from this case

This CARE International example highlights the value of tripartism whereby a donor collaborates with a committed NGO and private sector operators in delivering high quality formative training for hospitality. This model creates new openings for women seeking to progress in hospitality.

Recommendations for commercial & practical change across stakeholder groups

Recommendations in this White Paper seek to build on to those proposed by Baum for the ILO, which highlight a wide range of responsibilities in this area, directed at tripartite stakeholders of private sector, government and voluntary sector / employee organisations.

These recommendations focus on the “head” proposition for gender equality, detailing ways in which stakeholders can collaborate on and enhance the business case for enhanced inclusion. For a full set of recommendations including those that this paper outlines as “heart”, please refer to the ILO recommendations.

The findings are presented according to the stakeholder to which they are relevant, but the core themes of policies and procedures, engagement and consultation and education and training, and relate to all industry players.

Hospitality Enterprises & Hotel Companies

These recommendations apply to industry operators and seek to make a stronger economic case for gender diversity using platforms spanning HR measures, commercial dialogue and by strengthening existing practices.

Identify, address and remove the practical obstacles to higher female participation in the hospitality workplace

- Address the need for better provision of social and physical security and secure staff accommodation
- Ensure working policies that allow for flexible working hours as well as flexible arrangements for training and development
- Support suitable childcare provision to enable employees (both male and female) to remain within the workforce after reaching parenthood
- Address health and safety policies on the basis that women are less likely to report illnesses or accidents for fear of losing their jobs given they fill majority of informal roles in the sector

Recommendations for commercial & practical change across stakeholder groups

Promote policies and action-oriented initiatives that support and facilitate greater female participation within the industry

- Promote and establish social dialogue mechanisms that can contribute to improved gender balance across roles and positions
- Implement measures that enhance women's participation in decision-taking, leading to higher female representation in managerial positions
- Promote the value to the business of appointing women to positions of leadership in the industry through training and engagement, particularly on talent identification and management, with a focus on supporting gender equality
- Formalise career mapping and implement a mentor programme, assigning mentors to female employees to inspire and support them on how to advance to the next stages of their career. Establish a network to provide support to female employees and give advice on work life balance

Agree on guidelines and incorporate within business strategy, mission & values

- Organisations should refer to the UN's Women's Empowerment Principles for guidance on how to empower women in the workplace, marketplace and community. The Principles emphasise the business case for corporate action and they point to best practice for women's empowerment. A further recommendation is for organisations to sign the Principles and regularly communicate on their progress. (UN WEP, 2014)
- With this as the reference point, organisations must then engage with owners in order to agree on the application of gender equality and equal opportunity policies and practices, and the role this plays within the business
- Work with all parties within the organisation to integrate diversity management within its culture and strategy on the basis that this will contribute positively to business success

Recommendations for commercial & practical change across stakeholder groups

Education Providers

These recommendations can lead to further opportunities for talent growth and development for women in the industry by educating female students throughout the tourism and hospitality education process:

- Provide courses or modules that specifically address the challenges to participation of women in the hospitality workforce and identify meaningful ways to support them and their male colleagues to bring about change within the industry
- Focus on issues of gender in modules at all levels that address talent management and talent development, emphasising to audiences that this is not a gender-neutral matter but an industry-wide challenge
- Address gender opportunity and development themes in advanced and leadership programmes for the hospitality industry (Executive Education, MBA, professional doctorate etc.)
- Work with career advisory services to identify industry employers where women can develop their talent and opportunities to the best effect

Non-Government & Community Organisations

Given the integrated role of tourism throughout communities across the globe, society can contribute significantly to the promotion of the industry through nurturing of non-conventional sources of talent that delivers direct economic value to all stakeholders.

- Societies should collaborate with industry, governments and communities to strengthen the understanding of the economic benefits associated with enhanced diversity within the sector through stronger data, evidence and impact assessments.

Recommendations for commercial & practical change across stakeholder groups

Government & Public Agencies

Given the economic importance of the global tourism and hospitality industry, the public sector has a vested interest in sustaining its growth and therefore in playing an active part in supporting opportunities for women in the hospitality workplace. Key recommendations for this stakeholder group include:

- Support an enabling environment that promotes opportunities for all women in the workforce through an integrated range of social, educational and legislative measures
- Legislate to ensure appropriate levels of female Board representation within hospitality companies that are registered within the relevant country
- Require locally registered hospitality companies to adhere to the same gender equality and opportunity standards abroad as they do within their home market
- Provide or facilitate tailored continual professional development opportunities for women in preparation for boardroom or senior management responsibilities
- Use tax incentives or similar measures in order to promote women friendly policies and practices in the workplace, facilitating part-time work promoting 'family career breaks' as legitimate development steps within the careers of women in senior roles

Next Steps

More collaboration measures are needed

Research and evidence compiled for this White Paper clearly demonstrates the need for further collaboration measures in order to strengthen standards, build and deepen the dialogue and also grow the evidence base that will drive future progress in enhancing diversity within the sector.

- There is a clear need for further data to substantiate and reiterate the business benefits of female participation within the hospitality industry and of equal representation of women across senior management roles. Given the importance of on-the-ground evidence and perspectives, the responsibility to progress in this area lies with all industry stakeholders

- Internationally recognised organisations can play a key role in collecting information and promoting awareness – the ILO, UNWTO, the IHRA and the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers “Associations (IUF) can promote information on gender participation in the hospitality workplace, develop further guidelines and best practices for national governments, enterprises and other stakeholders within the sector

- More application of readily available internationally recognised standards must be achieved – such guidelines and standards include (but are not limited to) ILO Conventions of specific relevance to women workers such as:
 - *The Equal Remuneration Convention, 1951 (No. 100)*
 - *The Discrimination (Employment and Occupation) Convention, 1958 (No. 111)*
 - *The Workers with Family Responsibilities Convention, 1981 (No. 156)*
 - *The Maternity Protection Convention, 2000 (No. 183)*
 - *The Working Conditions (Hotels and Restaurants) Convention, 1991 (No. 172)*

Next Steps

- More progress needs to be made in the dialogue between hospitality enterprises and trade unions – going forward this needs to better address:
 - Practical barriers to international mobility for female executives and senior technical experts, particularly relating to career management, work-life and work-family balance matters;
 - Measures to ensure that women on maternity leave can remain in close touch with business developments and wider sector/ market trends;
 - Career-entry routes and ladders (similar to graduate entry schemes) for mature entrants, career changers and women returning to work so as to limit opportunities to low skills areas of work;
 - A joint policy against sexual harassment by customers but also by employees that is visible and applied in hospitality workplaces, recognizing that sexual harassment can have serious implications for the concerned person and represents a major form of discrimination against women

Bibliography

- Baum, T. (2013)** International Perspectives on Women and Work in Hotels, Catering & Tourism. International Labour Organization.
- Institute of Leadership & Management (2011)** Ambition and Gender at Work. ILM.
- McKinsey & Company (2014)** Diversity Matters.
- McKinsey & Company (2012)** Women Matter. Retrieved from http://www.mckinsey.com/features/women_matter
- Oxfam (2012)** Gender Equality: It's Your Business
- Sinclair, T (1997)** Gender, Work and Tourism. London: Routledge.
- Singapore Government (2013)** A Sustainable Population for a Dynamic Singapore
- UN WEP (2014)** Women's Empowerment Principles. Retrieved from <http://weprinciples.org/Site/>
- UN World Tourism Organisation (2014)** Why Tourism? Retrieved from <http://www2.unwto.org/content/why-tourism>
- UNGEI (2012)** Retrieved from http://www.unicef.org/education/index_44871.html.
- World Economic Forum (2014)** Global Gender Gap Index. WEF.
- World Travel and Tourism Council (2014)** Global Talent Trends and Issues for the Travel and Tourism Sector.