

THE NEED FOR GENDER EQUITY IN HOSPITALITY LEADERSHIP AND THE RESOURCES NECESSARY TO REACH GENDER INCLUSION

# GENDER EQUITY IN HOSPITALITY



**Marriott**  
INTERNATIONAL

*G.E.H.*

**PREPARED AND PRESENTED BY**  
MARRIOTT INTERNATIONAL, INC.



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# Gender Equity in Hospitality

Women make up 70% percent of the workforce in the Tourism and Hospitality Industry (Baum, 2015). Out of that 70%, only 40% hold managerial roles and less than 20% are in general manager positions (Baum, 2015). These numbers are astoundingly low, and to combat gender inequality in the hospitality industry, we as Marriott International's "Gender Equity in Hospitality" team have created an initiative to **boost leadership positions** for women in the hospitality industry to **advocate for a balanced gender representation**. Women represent sixty to eighty percent of the tourism and hospitality industry, yet most of these positions are not at the executive or managerial level (Blayney, 2013).

*Why is this?*



With a lack of training on recruitment biases and non-flexible working conditions, supervisors are not being held accountable for the barriers in place for women to overcome. "women continue to be underrepresented in managerial positions in the hospitality industry" (Patwardhan, 2014, pg.2). G.E.H. is determined to put an end to bias in the hospitality industry, starting at the hiring and recruiting processes. Selecting women leaders who can be a role model for young girls to realize their potential and opportunity will change the way the role of women has traditionally been viewed and valued. G.E.H. wants to eliminate the Glass Ceiling Effect and gender bias that women face in the United States and internationally. As an International brand, Marriott focuses on using Cultural Intelligence to recognize that men are over-represented in preferred positions that pay better throughout the world (Baum, 2013).

## Meet Peggy Berg

Peggy Berg is the president of the **Castell Project**, a non profit organization that focuses on using tools to develop high-profile women in the hospitality industry, which we will delve into in this document (Beck, 2019). In order to combat gender bias, Berg thinks about what she can do every day to promote women in the industry. The upper level of management is seriously lacking a women's presence, and with the help of the Castell Project, women will gain experience and see opportunities to rise above the glass ceiling and reach access to equal representation.



# Who We Are



**MOLLY MCKEOWN**

MOLLY.MCKEOWN@TEMPLE.EDU  
CO-FOUNDER



**MADELINE HILL**

MADELINE.HILL@TEMPLE.EDU  
CO-FOUNDER



**NATALIA ERRICO**

TUK9921@TEMPLE.EDU  
CO-FOUNDER



**CARLEY MCCARTHY**

CARLY.MCCARTHY@TEMPLE.EDU  
CO-FOUNDER



**JESSICA LIN**

TUJ56772@TEMPLE.EDU  
CO-FOUNDER

Gender Equity in Hospitality is a **Human Resources team** for Marriott International committed to enhancing the workplace to create equal opportunities for **women in hospitality leadership**. This includes educating current leaders and hiring managers in the industry on topics such as gender bias, the past and current role of women in the workplace and how to break down barriers in gender inequality through strategy and inclusion.

The end goal of G.E.H. is to eliminate obstacles for women interested in being a leader in hospitality through partnerships, educational workshops and mentorships from current women leaders. Established in 2020, GEH is an aspect Marriott International dedicated to encouraging and **boosting female leaders** to recognize their full potential and learn how to balance work, life and further career development.



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# Mission, Vision and Values

## OUR MISSION

AS A HR TEAM FOR MARRIOTT INTERNATIONAL, OUR MISSION IS TO ENHANCE THEIR CURRENT GOALS AND INCLUDE THE IMPORTANCE OF EQUALITY IN LEADERSHIP.

**“TO ESTABLISH AN EQUAL PLAYING FIELD FOR WOMEN IN THE HOSPITALITY INDUSTRY AND BE A RESOURCE FOR ALL WOMEN TO RECOGNIZE THEIR FULL POTENTIAL AND WORTH.”**

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## OUR VISION

IN ORDER TO REACH MARRIOTT INTERNATIONAL’S VISION OF BEING THE “WORLD’S FAVORITE TRAVEL COMPANY,” IT IS CRITICAL THAT WE UTILIZE THE BEST TALENT IN HIRING OUR LEADERS.

**“TO BE THE WORLD’S MOST INCLUSIVE TRAVEL COMPANY THAT PROVIDES RESOURCES FOR EMPLOYEES IN THE HIRING PROCESS TO ELIMINATE BARRIERS FOR WOMEN AND TO RAISE THE NUMBER OF WOMEN LEADERS IN THE HOSPITALITY INDUSTRY TO BE EQUAL TO THAT OF MEN.”**

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## OUR VALUES

OUR VALUES ARE SIMPLE; WE PUT **PEOPLE FIRST**, WE **PURSU** EXCELLENCE, WE **EMBRACE CHANGE**, WE **ACT WITH INTEGRITY**, AND WE **SERVE OUR WORLD**. (MARRIOTT INTERNATIONAL, INC.).

**“TAKE CARE OF ASSOCIATES AND THEY WILL TAKE CARE OF THE CUSTOMERS. OUR DEDICATION TO THE CUSTOMER SHOWS IN EVERYTHING WE DO. INNOVATION HAS ALWAYS BEEN PART OF THE MARRIOTT STORY. HOW WE DO BUSINESS IS AS IMPORTANT AS THE BUSINESS WE DO. MARRIOTT STRIVES TO BE A FORCE FOR GOOD”(MARRIOTT INTERNATIONAL, INC.).**

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# Objectives:

▶ The importance of **recognizing the gender bias** in an organization will set you apart when implementing new, inclusive strategies. Gender inclusion **results in growth, innovation and overall success of a company** (Kumara, 2018).

▶ Those in hiring positions will understand the need to go beyond the gender norm that is currently in the industry and focus on having more than one “token” women manager (Castell Report, 2020).

▶ Gender and job qualifications are not related, and women who hold the same talents and qualifications as men deserve to be **treated and paid equally**. Trainees will be introduced to the importance of pay transparency.

▶ Trainees will delve into their own implicit biases and learn inclusive ways to make each employee feel **valued** and **welcomed**.



# How To Combat Gender Bias



**“WOMEN CONTINUE TO BE UNDERREPRESENTED IN MANAGERIAL POSITIONS IN THE HOSPITALITY INDUSTRY” (PATWARDHAN, 2014, PG. 2)**

Women in hospitality leadership positions continue to remain a minority, yet they represent more than half of the industry. It is long overdue that we start recognizing this issue and work towards ways to combat gender bias.



There will be **blind evaluations** in the hiring process. This means that on applications there will be no gender information required to ensure gender or physical appearance is not taken into account



There will be an **equal** amount of men and women on hiring teams.



**Creating training programs** for women and allowing them access to other sources of information that will help them in the industry



Have **self assessments for employees** and guests to express their experience



Implementing **policies** that would put the focus on gender opportunities so those applying for the positions know the industry's main values is crucial



Utilize the policies in case of gender bias issues occurrences

## Policies Created and Results Thereof

**50%** of our CEO's direct reports were women (achieving gender representation parity at the executive level), in 2018

Marriott International Human Rights Policy to ensure women receive their proper work rights

Recruitment and Hiring process teams designed to eliminate gender biased hiring and recruiting

When in interviews, ask situational, behavioral based, technical, diversity based, and open ended questions to strive away from biased questions.



# Pay Transparency

**Pay transparency** can be used as a tool to motivate employees and executives to close the gender pay gap. When we see the reality of the numbers, it can be a shock. Using this feeling can increase productivity and will acknowledge the inequalities in wages.

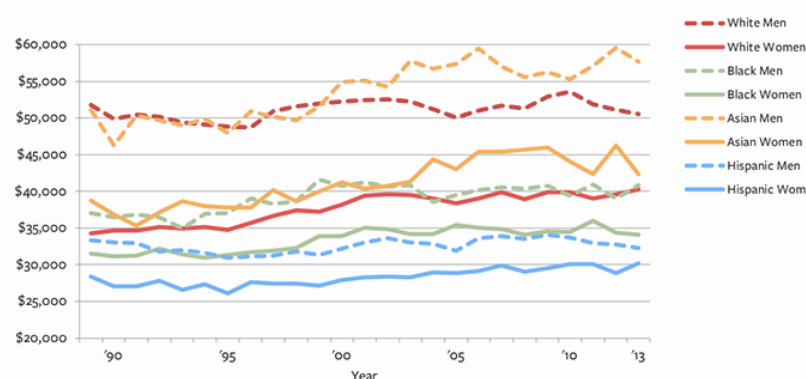


For every **1 dollar** a **man** makes, a **woman** makes about **80 cents**, and for minority women, that number is even lower (PayScale, 2020). This has improved over the years, but it will not be fair until women make as much as men do on the dollar.

Many women who have similar or equal experiences and skills as men tend to get paid less than men. When there is a job that is primarily dominated by women, women still don't get looked upon the same way as men (Baum, 2013). This shows that the amount of work that is done by women isn't really being valued as much regardless of how much they done or is represented in the tourism and hospitality sector, where most jobs women hold are found in that sector. The idea of race also plays a role when it comes to the pay gap where white women earn **79%** of what white men earn, but women of color earn even less (Cooney, 2018).

Pay transparency is important because workers would be more likely to work for the company knowing that they are paid fairly among their colleagues. This can increase productivity and motivation in the workplace which can lead to a more successful performance too. People tend to be more motivated when knowing what is the pay for the jobs so companies should incorporate policies that would help avoid discrimination towards gender when it comes to wages.

FIGURE 1. THE GENDER AND RACE WAGE GAP: MEDIAN ANNUAL EARNINGS FOR FULL-TIME WORKERS



(Cooney, 2018)



# The Glass Ceiling Effect

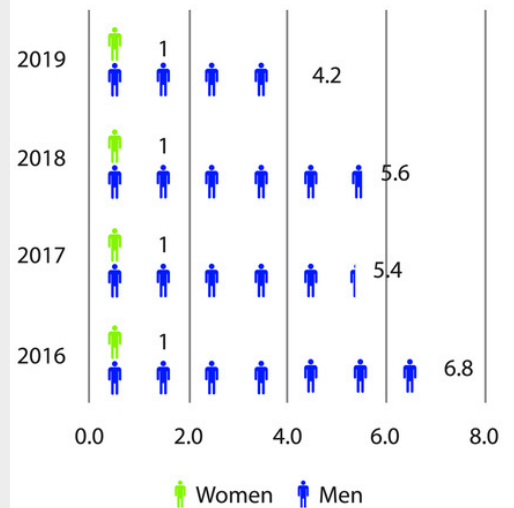
- “Women represent **52.4%** of fortune 500 companies but only **15.5%** in executive positions” (Kumara, 2018)
- Only **17%** of the women employees held director positions (Kumara, 2018)
- In 2003 a report showed only **7%** to **9%** of upper management at Fortune 1000 firms were women (Fritscher, 2017)
- According to a 2005 study showed that **97%** of top executives at the same companies were white (Fritscher, 2017)



This shows that **women aren't represented** as much as men in the higher position in the workplace. Women have to work harder than men to try to get to where they want in order to be more successful.

There are many obstacles that women have to face when it comes to trying to aim for something higher or bigger in their career. Women tend to struggle to get up to the top of the ladder and it can be shown where most of the job positions that women hold are housekeeping and human resources; less women are in the executive positions. People feel like women don't have the capability or skills for the higher positions despite how educated they are (Kumara, 2018). There is an obvious hierarchy system when it comes to looking at statistics and results from tests to show people's bias towards women in the workplace. It is shown that women are always on the bottom or below men in the workplace when we look at the representation for each job position in the workplace. Women are not given the same opportunities and treatment to make them feel more accepted and comfortable at work due to their gender. This can lead to women doubting their ability and losing confidence in trying to aim for the executive positions.

## Investment Conference Podium 2016-2019



Source: The Castell Project, Analysis of hotel investment conference rosters, 2016-19

(Castell Project, n.d.)





# Inclusion at Marriott International, Inc.

- **50%** of CEOs direct reports were women
- **56%** of managers and executives in the U.S. were women
- **50%** of the top 20% of earners in the U.S were women



*These numbers show that at Marriott, the focus on gender inclusion is large, and we strive to boost gender inclusion even further. With these numbers, Marriott lands on lists like the “Top 50 Companies for Diversity” (Blayney, 2013).*

## How can we reach higher?

By investing over *4.6 million* dollars to programs that highlight women’s engagement in the industry and purchasing *431 million* dollars with women-owned businesses (Marriott International, Inc., n.d.). Women’s roles in hospitality leadership can be increased, and with these policies, we can raise these numbers. By 2025, Marriott plans to invest **five million dollars** for programs to fund hospitality skills for women, children and diverse populations (Marriott International, Inc., n.d.).

## Inspire and Advocate

As of today, there are more than **800 hotels owned by women and diverse partners** and we plan on reaching 1,500 hotels in the foreseeable future (Marriott International, Inc., n.d.).

**Women’s Leadership Initiative:** This initiative focuses on creating networks for women for outlets for mentoring and leadership development (Gluck, 2017).

**Emerging Leader Program:** This was put in place to boost the number of women and minorities in senior management roles. This proved effective: the majority of this program achieved leadership roles by the end of 2016 (Gluck, 2017).



# OUR PARTNERSHIPS

Marriott is working with the *Girl Scouts* and *The Castell Project* to ensure women are ready to “Break the Glass Ceiling.” We are providing both organizations with our support as well as learning from them to help women and girls advance.

## Why Girl Scouts?

**G.I.R.L. (Go-getter, Innovator, Risk-taker, Leader)™**



**girl scouts**

The Girl Scouts’ mission statement is something we at Marriott stand behind. “Girl Scouting **builds girls of courage, confidence, and character**, who make the world a better place.” Girl Scouts is made of **1.7 million** girls and **750,000** adults from all over the world, who support and believe in the power that girls hold to change the world.

The development and growth of young women is very important to us. We want to ensure no matter what career a girl goes into that they are prepared with skills that will offer them success in the future.

Many women who have participated in Girl Scouts as a child have found success later on in life. “Girl Scouts is also where many female CEOs and astronauts, more than half of our country’s female governors, and **60%** of today’s congresswomen started their journey to success.”

## Our Plan:

Working with Girl Scouts we will offer hotel space as well as \$1,000,000 to support the growth of young girls. For the hotel space, we will be working with all of the other Girl Scout partners to create conferences where girls can learn from women in CEO and high company positions to show them that anything is possible. There will also be different workshops present for the girls to participate in so that they can **find their interests, meet new people, and learn leadership skills for the future**. These conferences will take place all over the United States to allow girls to travel as well as meet new people from different locations. The 1 million dollars that we are offering to the Girl Scouts will be used at their discretion but we are making sure that communities that have small or underfunded Girl Scout programs will be able to continue to grow and teach the new generation of girls that anything is possible.



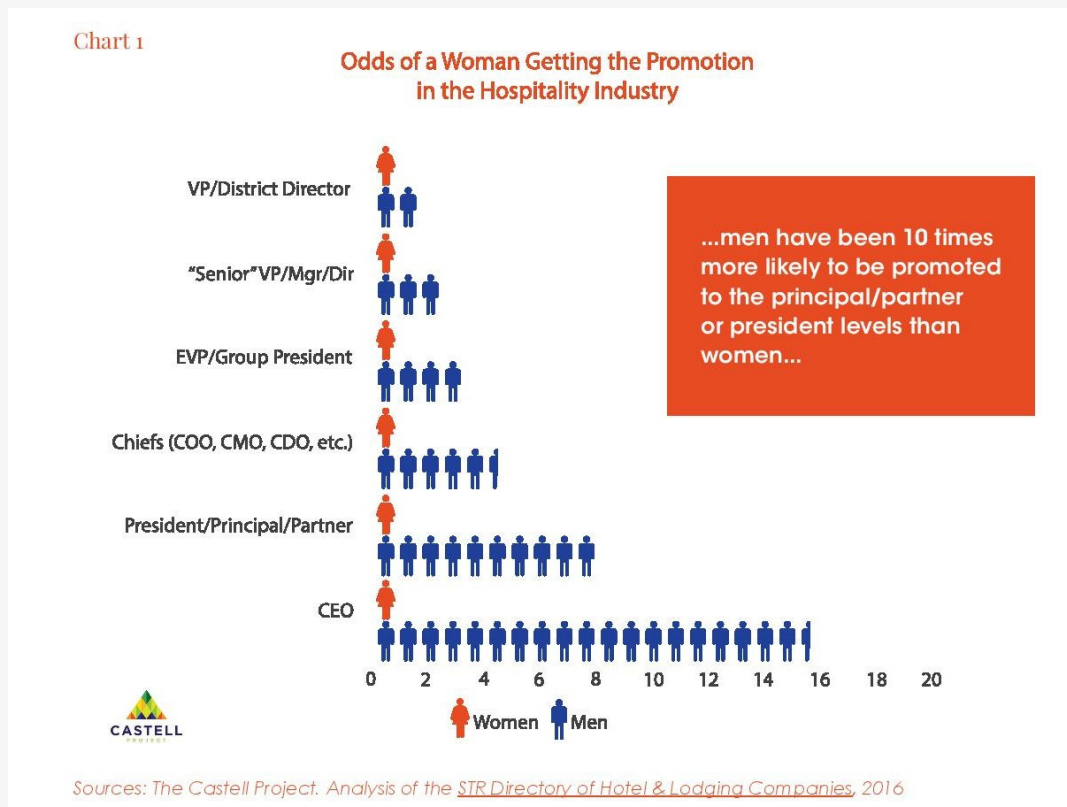
# Partnerships

## Why the Castell Project?

The Castell Project was founded by Peggy Berg (see page 3) to see more women in one of three of every position in the tourism and hospitality industry. This project aims to give women the leadership skills and training needed to accomplish their goal of seeing more women in higher positions in this industry. The Castell project focuses on **gender-specific development** to achieve this. We are working with this organization to make sure women at Marriott can receive **proper training** and **build leadership skills**. Along with partnering with this organization to advance our own workers and company, we are also partnered with the Castell Project so that they can also help women working in other hospitality jobs to get the training and resources they need to see more women in high positions in the workforce.



*This graph describes the realities women face in the hospitality industry when it comes to advancing in leadership. With the help of the Castell Project, we can break down these barriers and ensure equal opportunity for women in the industry (Maxwell, 2018).*



(Maxwell, 2018)



# Gender Equity in Action

## Company Principles and Code of Conduct

- Treat **everyone** with respect and consideration (Front 2017)
- Communicate openly and thoughtfully with others and **be considerate** of the multitude of views and opinions that are different than your own.
- **Be respectful** and mindful in your critique of ideas (Front 2017)
- **Be mindful** of your surroundings and of your fellow participants (Front 2017).
- Eliminate the use of pronouns on applications to eliminate any possibility for gender based discrimination.
- **The Equal Pay Act 1963**, protects both men and women who perform equal work in the same establishment from being affected by gender bias wage discrimination.



Creating company principles and code of conduct will help reduce gender inequality in the workplace. These guidelines on how to act and how to represent yourself will help decrease the gender inequality statistics and help the company grow as an inclusive environment for all genders (Blayney, 2013).

By doing this we will try and eliminate gender bias issues in the workplace because these principles and code of conduct will protect women and men from what they might encounter. By implementing these “rules” we ensure you that your employees will feel **safe**, **protected**, and **valued**.



**Before assessing gender bias in the workplace, it is important to recognize times in your life where you have experienced or witnessed gender bias.**

Where do you see gender bias in your life?



How has gender bias affected your work experience?

**Here are engaging tools to use to evaluate your own gender bias and how as a company you recruit team members and promote employees.**

### TEST 1: PROJECT IMPLICIT: GENDER - CAREER

AT [IMPLICIT.HARVARD.EDU](https://implicit.harvard.edu)

"This IAT often reveals a relative link between family and females and between career and males" (Project Implicit). Before recognizing workplace bias, it is necessary that you understand your own biases and reflect on where those unconscious feelings stir from. Project Implicit will be the foundation of learning about your own internal biases and how to adjust your ways of thinking for the better.

### TEST 2: UNCONSCIOUS BIAS QUIZ IN HIRING PRACTICES

[WWW.SURVEYMONKEY.COM/R/IKWINCLUSION](https://www.surveymonkey.com/r/ikwinclusion)

This test allows our company to see where it falls when incorporating gender in the hiring process, like the use of pronouns in job descriptions and recruiting team members. Seeing your score in relation to Marriott International will allow you to delve into the systemic issues of gender discrimination in women leadership.

## AFTER YOU TAKE THESE SURVEYS, IT IS NOW TIME TO BRING THIS KNOWLEDGE TO MARRIOTT INTERNATIONAL, INC.



#### SCENARIO 1:

YOU ARE IN THE PROCESS OF OUTSOURCING FOR NEW EMPLOYEES, AND DURING THE HIRING PROCESS YOU SEE ONE OF YOUR COLLEAGUES SEPARATE THE APPLICATIONS INTO "MEN" AND "WOMEN" PILES. AFTER SEEING THIS, WHAT SHOULD YOU DO?

- GO TAKE ALL OF THE APPLICATIONS FROM THEM AND THROW THEM AWAY
- PRETEND YOU DIDN'T SEE ANYTHING
- FOLLOW THEIR LEAD AND SEPARATE THE APPLICATIONS INTO PILES BASED ON GENDER
- ADDRESS THE SITUATION, REMIND THEM OF THE LAWS IN PLACE THAT PROHIBITS THIS BEHAVIOR AND RELAY THE INFORMATION TO THE HIRING MANAGER (OR HR)



#### SCENARIO 2:

YOU ARE A WOMAN IN THE WORKPLACE, AND YOU SEE ANOTHER WOMAN EMPLOYEE GETTING DISCRIMINATED AGAINST IN THE WORKPLACE. JUST BECAUSE OF HER GENDER SHE IS NOT ALLOWED THE SAME ROLES IN THE COMPANY AS HER MALE COWORKERS. AFTER WITNESSING THIS, WHAT IS YOUR NEXT STEP?

- IGNORE THE PROBLEM BECAUSE YOU DON'T WANT TO START TROUBLE
- TELL HER THAT EVERYONE HAS TO GO THROUGH THAT IN THE BEGINNING
- YOU REPORT THIS PROBLEM TO THE PROPER MANAGEMENT IN CHARGE
- ASK A COWORKER FOR ADVICE



## Scenario 1:



**D. ADDRESS THE SITUATION, REMIND THEM OF THE LAWS IN PLACE THAT PROHIBITS THIS BEHAVIOR AND RELAY THE INFORMATION TO THE HIRING MANAGER (OR HR)**

The correct answer is d. As an active bystander, addressing the situation will be the first step in fixing the situation. Using our “*Company Principles and Code of Conduct*,” the issue can be properly handled; it is necessary to have a policy prohibiting any discrimination in the hiring process. As a Human Resources branch of Marriott International, these scenarios will be addressed by individuals who work to ensure the equality in the workplace.

## Scenario 2:



**C. YOU REPORT THIS PROBLEM TO THE PROPER MANAGEMENT IN CHARGE**

The correct answer is c. Reporting this problem is the correct way to handle this issue, because *bringing this to the attention of the proper people* helps resolve the issue in place. This scenario proposes gender bias because the woman in the scenario is not being treated the same due to her gender. We understand that reporting this issue can be uncomfortable because it might cause issues for yourself. However, we highly encourage you to report these issues because it will not only help the women in the workplace, but the future women that will continue to work for the company.

## Takeaways

Marriott International, Inc. has a responsibility to fight for the **equal opportunity** for each employee, partner and consumer. This starts at training management and industry leaders to follow company policy and to create a policy that prohibits discrimination based on gender. On page 12, we discuss **Code of Conduct** and **Company Principles** that we encourage other companies to follow to succeed in becoming a more **inclusive environment** to work at.

It is time to officially break the **Glass Ceiling** and be transparent in our hiring practices and wages. G.E.H. is on a mission to make Marriott International, Inc. the most inclusive travel brand, and with our **partnerships and policies**, we are on the right path to do so. Throughout this document you can find many ideas and policies we have implemented to create an **inclusive workplace**.

Each aspect of this document makes for a more diverse and inclusive workplace.

Our goal at Marriott is to **expand creativity, work together, and make sure everyone feels safe at our workplace**. We are committed to the advancement of women in hospitality and any other job positions. We hope to inspire other brands and companies to follow our lead and the examples we set to create a **more inclusive society through our own efforts**.



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