

WOMEN IN HOSPITALITY INDUSTRY LEADERSHIP



2022



Our mission is to see women in more than one in three positions at all levels of hospitality industry leadership and ownership.



January 24, 2022

Castell Project's fifth annual report benchmarking women in hospitality industry leadership reflects progress, even as the industry is rebuilding from the pandemic.

We are seeing more women in senior executive roles, successfully advancing every aspect of their companies. There are more women on the podium, building their own careers and inspiring others. There are more women owners, including women of color. Recognition of the value and importance of diverse leadership is now widespread so we expect these trends to accelerate.

Conversely, we are seeing a decline in enrollment at college and university hospitality programs, among men as well as women. Hospitality advanced education is the industry's talent pipeline. Our Castell@College initiative inspires students by showing them desirable futures through the hospitality industry. However, broader work to upgrade the industry's reputation as an employer is critical for women and the industry.



Enabling women to serve as leaders not only doubles the talent pool available, giving diverse companies more and better opportunities; it also aligns these companies with their customers, markets and workforce.

Purpose of Castell Project

Castell Project, Inc., a 501c3 non-profit, implements initiatives that enable companies and their female employees to fully benefit from workforce participation. Castell Project initiatives include:

Castell Research: Benchmarking statistics on diversity in industry leadership including this report. CastellProject.org/castell-research.

Castell Leadership Development Programs: Offering women a year of skill-building and support at two levels of development. BUILD and ELEVATE had more attendees in 2021 than ever before and will be offered next in Fall 2022. We invite you to explore the programs at CastellProject.org/participants.

The WSH List: Connecting conference organizers with expert female speakers because women's presence on the podium lifts their careers and inspires others.

Castell Award: Celebrating remarkable female talent in the industry.

Castell@College: Presenting panels of women leaders to inform and inspire college students as to the richness of careers in hospitality for women as well as men, including those with families.

Fortuna's Table: Providing curated information and expert mentors to guide women into hotel ownership FortunasTable.org.

This report is due to the generous support of the AHLA Foundation (ahlafoundation.org). The Foundation's mission is to help people build careers, improve their lives, and strengthen the lodging industry.

Contact and more information may be found at CastellProject.org. We recognize the remarkable support of the many men and women working to advance women in hospitality industry leadership. We welcome and appreciate your participation with Castell Project.

Board of Directors, Castell Project, Inc.



In the past year, 1 in 3 women has considered leaving the workforce or downshifting their careers – a significant increase from 1 in 4 in the first few months of the pandemic.¹

Executive Summary

This report shows an industry that is making slow progress toward women in leadership. Statistics paint a picture trending toward increased diversity going forward. This is supported in word and deed by men and women throughout the hospitality industry.

Future progress maybe tempered by the impact of the Pandemic and action is required now.

- “Nearly 70 percent of global travel and tourism workers were either laid off or were subject to decreased working time during the pandemic. Most guests returned. A lot of employees didn’t,” according to Boston Consulting Group and NYU.² This exacerbates the challenges facing hospitality executives, particularly women.
- McKinsey & Company reports that: “Women are even more burned out than they were a year ago and the gap in burnout between women and men has almost doubled. In the past year, one in three women has considered leaving the workforce or downshifting their careers – a significant increase from one in four in the first few months of the pandemic.”¹
- McKinsey also notes that “42 percent of women say they have been often or almost always burned out in 2021, compared to 32 percent a year ago.” In the same survey the share of men who are consistently burned out increased from 28 to 32 percent.”¹
- College and university hospitality programs are reporting significant drops in enrollment, according to a survey by the STR Share Center. These programs have been majority female for many years now. According to NYU and BCG, “larger shifts in the industry have reduced the perceived stability and long-term prospects for a career in lodging.”² The hospitality industry has become less competitive, including for female talent.

Responding to the current and pending labor market is a driving consideration throughout the hospitality industry. Solutions from technology to improve management are rolling out. It is a transformative time for the hospitality companies that will be successful going forward. The Harvard Business Review report on why including women in the C-suite drives better business outcomes says: “after women joined the C-suite, firms became both more open to change and less risk-seeking. In other words, these organizations increasingly embraced transformation while seeking to reduce the risks associated with it.”⁵ This is the time to accelerate the growth of women in leadership.

Notable statistics from this year’s report:

- Women are gaining in hotel company leadership (CEO, president, founder, etc.). Although still skewed, women now hold



one leadership spot for every 10.3 men, an improvement from one to 11.2 in 2019.

- At the manager/director levels, women now hold 1 in 2 hospitality brokerage positions and 1 in 6 at the VP/SVP/EVP level. The number of male VP/SVP/EVPs at hotel investment conferences did not change materially while the number of women doubled and broker representation went from one woman to 10.1 men in 2017 to one woman to 7.2 men in 2021. Hospitality brokerage competes with general commercial real estate for talent. CREW Network reports that more women occupy brokerage positions than ever before (29 percent), a 6 percent increase from 2015.³
- Women hold 22 percent of the hospitality investment conference podium, up from 16 percent in 2017. This is important because women's visibility on the podium accelerates careers and inspires other women.
- While there is parity for women at the director level, gains for women in higher level hotel company leadership are minimal. Progress is too slow and does not reflect an industry that offers opportunity to its full roster of employees. This has to change for companies to succeed in the current business climate.
- Overall, chiefs are inching closer to fulfilling Castell's mission of seeing women in more than one of every three seats. There are now 3.4 male chief officers to each woman in hotel companies and one to 3.9 at investment conferences. While most female chiefs are in HR, there is now participation across other chief roles, particularly marketing (CMO, CSO, CRO) and legal (general counsel or CLO).
- Hotel company operations as a category has lagged other fields in enabling women to compete and this must change if the industry is to be successful in the market for talent.



Chiefs are getting close to fulfilling Castell's mission of seeing women in more than one of every three seats. There are now 3.4 male chief officers to each woman in hotel companies and one to 3.9 at investment conferences.

Methodology

This report shows two aspects of the hospitality industry, using two large data sets.

Year	Executive Dataset Sample	Conference Attendee Sample
2017		5,993
2018		7,590
2019	5,248	7,782
2020	5,172	Conferences cancelled
2021	5,569	5,543

Source: The Castell Project, Inc.

We present statistics by field, level (title) and gender. Statistics are shown in the form of the number of men per woman, for example there are 16.2 CEOs of hotel companies who are men for every woman CEO. The data are also presented as percentages.

Hotel Company Executive dataset

The executive dataset presents the public face of hospitality industry leadership as promoted on hotel company websites. The dataset includes everyone listed on hotel company websites from director through CEO level. Data was recorded near year-end 2019, then 2020 and now 2021 providing a three-year trend.

The hotel company sample was drawn from the *STR Directory of Hotel and Lodging Companies*. It includes most hotel companies listed in the STR Directory that: (1) are based in the U.S. or Canada, (2) have over five hotels and/or over 700 rooms and (3) show executives on their websites. Many names were cross-referenced with LinkedIn.

While this is a large and representative sample of industry leadership, companies are selective about who they show on the web, so this public face of the industry may not be the full picture. Virtually every company has their CEO and/or president listed, and the dataset is most representative at the most senior levels. The sample is large enough through the vice president and director levels to be reasonably representative but statistical confidence declines at lower-level titles. Overall averages are skewed toward the most senior levels when compared to all employment.

The executive dataset includes 671 companies for 2021.

Conference dataset

The conference dataset is comprised of the attendance rosters of the four largest US hotel investment conferences. These are among the largest gatherings of industry leaders and attract the full spectrum including owners, operators, management companies, REITs, investors, lenders, brokers, financiers, franchisers, attorneys, some vendors, students, professors, media representatives, and a wide array of consultants. While most attendees are in business in the US, there is representation from other countries.

People who attend more than one conference are included each time in these statistics.



Women hold 22 percent of hospitality investment conference podium, up from 16 percent in 2017.

Levels and Fields in the Report

This study classifies each person by gender, field (such as operations, construction, finance, etc.), and level (CEO, chief, director, etc.) Because of the wide variety of titles and fields used in the industry, the titles are consolidated into eight (8) levels in these charts. Fields and levels are defined in the appendix. Functional specialties are consolidated into 13 fields in the hotel company dataset and 13 fields in the conference dataset, but there are differences. For instance, the conference dataset includes media, vendors and academia while the hotel company dataset includes food & beverage, operations and procurement. There are other differences due to the different roles represented in the two datasets. For instance, construction in the hotel company dataset is in-house while the conference dataset is largely contractors and construction managers.

We also classify each person by race and this is presented in a separate report; *Black Representation in Hospitality Industry Leadership* is available at [CastellProject.org](https://castellproject.org).

We use a separate dataset to report on board diversity and present this in a separate report; *Diversity on Hospitality Industry Public Company Boards* is available at [CastellProject.org](https://castellproject.org).

Share of Podium

Anecdotally, women are increasingly visible at investment conferences, although registration rosters still show over three men for every woman attending.

The conferences are working to welcome women by showcasing more women on the podium. This is important because it demonstrates there is opportunity for women in the industry and because visibility accelerates careers.

Conferences are able to put more women on the podium because there are now more female chiefs, presidents and CEOs.

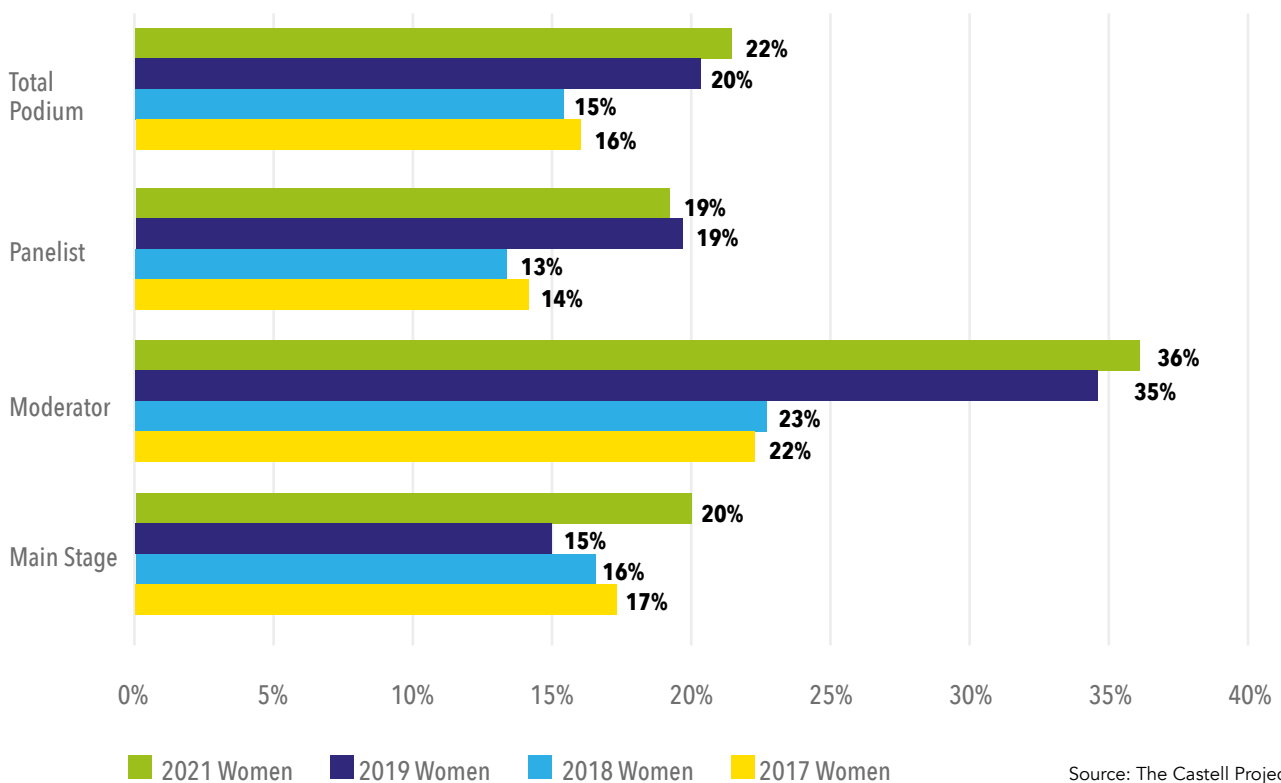


Sponsors are also starting to include names of women when they have an opportunity to recommend a speaker.

We are seeing a cultural shift. Conference organizers say that women turn down speaking while men are more likely to step into the opportunity. Women leaders are now discussing this topic and encouraging others to step up and play an active role in changing this mindset.

Women are now on the podium at just under their rate of participation in the conferences. While this is far below their participation in the hospitality workforce, there are signs that the presence of women on the podium will grow.

Women's Share of Podium

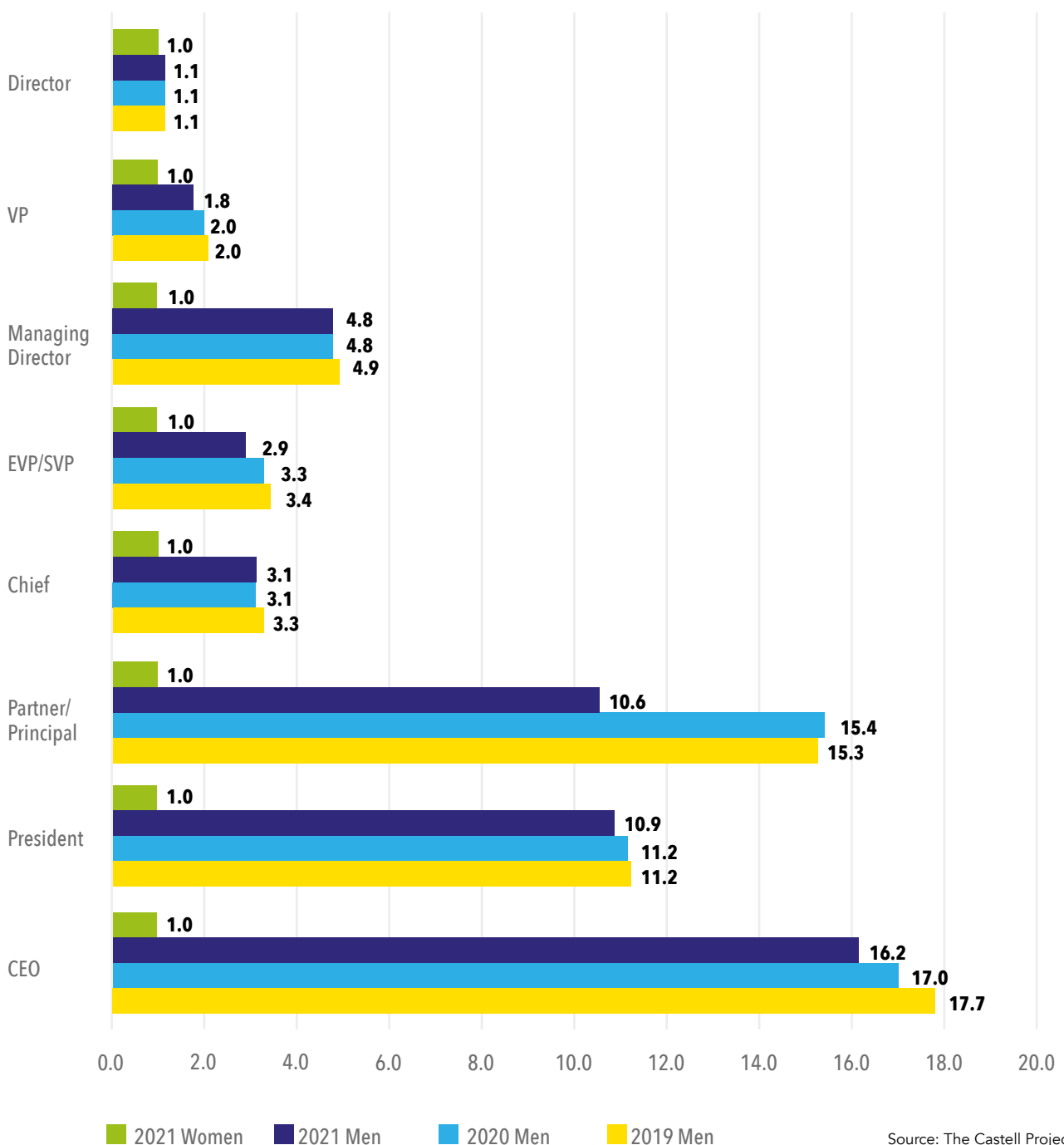


Women by Corporate Level

At the director level, hotel companies are now divided nearly equally between men and women. Women are also starting to gain at the CEO level. Progress is too slow and does not reflect an industry that offers opportunity to its full roster of employees. This has to change for companies to succeed in the current business climate.

Investment conference attendance is starting to improve, although gains are uneven.

Hotel Companies by level: Number of Men per Woman



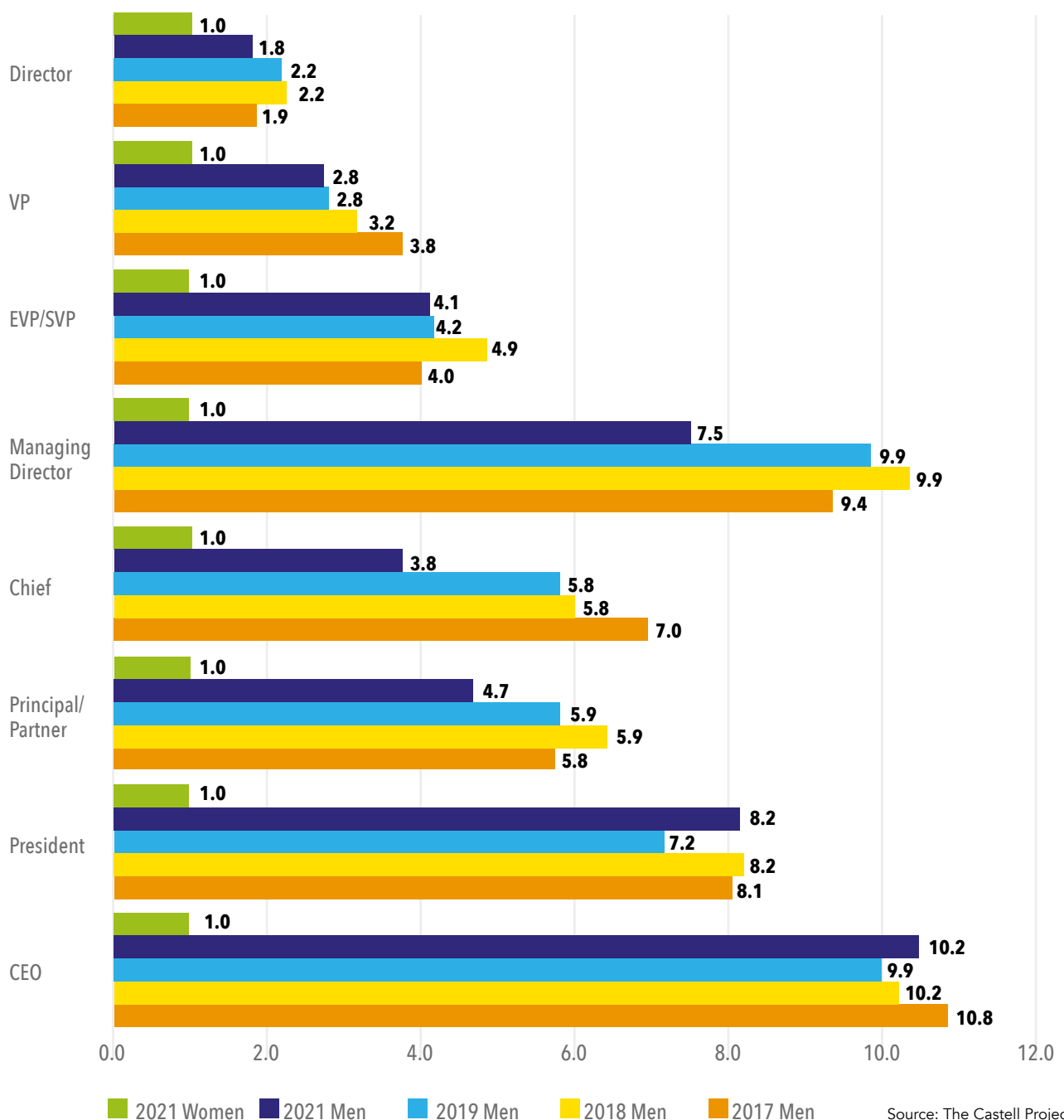
Source: The Castell Project

Hotel Companies by Level

	2019		2020		2021	
	Men	Women	Men	Women	Men	Women
CEO	95%	5%	94%	6%	94%	6%
President	92%	8%	92%	8%	92%	8%
Partner/Principal	94%	6%	94%	6%	91%	9%
Chief	77%	23%	75%	25%	76%	24%
Managing Director	83%	17%	83%	17%	83%	17%
EVP/SVP	77%	23%	77%	23%	74%	26%
VP	67%	33%	66%	34%	64%	36%
Director	51%	48%	52%	49%	52%	48%

Source: The Castell Project

Number of Men per Woman at Investment Conferences - by Level



Chiefs: Women in the C-suite

Overall, chiefs are inching closer to fulfilling Castell's mission of seeing women in more than one of every three seats. This is a remarkable change, particularly at investment conferences where women are now much more likely to take a public role. Rare until recently, female chief development and/or investment officers (CDO/CIO) are visible participants at investment conferences. Hotel companies have started bringing a few more women in C-suite roles to investment conferences. In particular, brands have been developing their female talent for over 20 years. They now have women in their c-suites and are showcasing them at investment conferences.

Among chiefs, CHROs are most likely to be female. This boosts the overall representation in the C-suite, but is largely not reflected at investment conferences. Their influence should become more impactful when there are two or three women in the C-suite. This is becoming more common as women gain seats, and conference attendance by these women is normalized.

Figures in this table are slightly different than total "chief" figures by level because this table includes dual titles such as President and COO or CEO and CFO.



After women joined the C-suite, firms became both more open to change and less risk-seeking. In other words, these organizations increasingly embraced transformation while seeking to reduce the risks associated with it.⁵

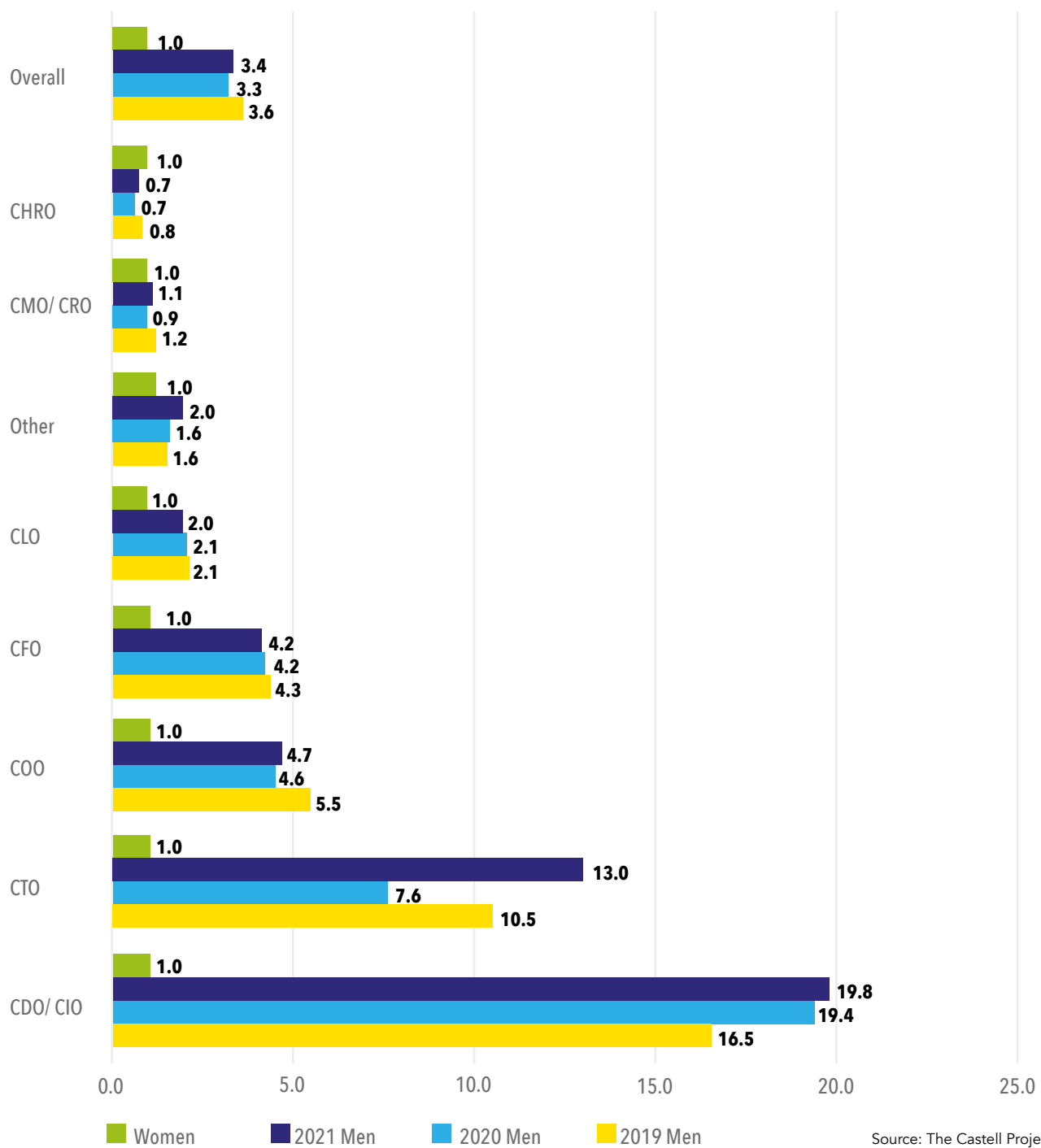
Hotel Investment Conference Attendance by Level

	2017		2018		2019		2021	
	Men	Women	Men	Women	Men	Women	Men	Women
CEO	92%	8%	91%	9%	91%	9%	91%	9%
President	89%	11%	89%	11%	88%	12%	89%	11%
Principal/Partner	85%	15%	87%	13%	85%	15%	82%	18%
Chief	87%	13%	86%	14%	85%	15%	79%	21%
Managing Director	90%	10%	91%	9%	91%	9%	88%	12%
EVP/SVP	80%	20%	83%	17%	81%	19%	81%	19%
VP	79%	21%	76%	24%	74%	26%	74%	26%
Director	65%	35%	70%	30%	69%	31%	65%	35%

Source: The Castell Project



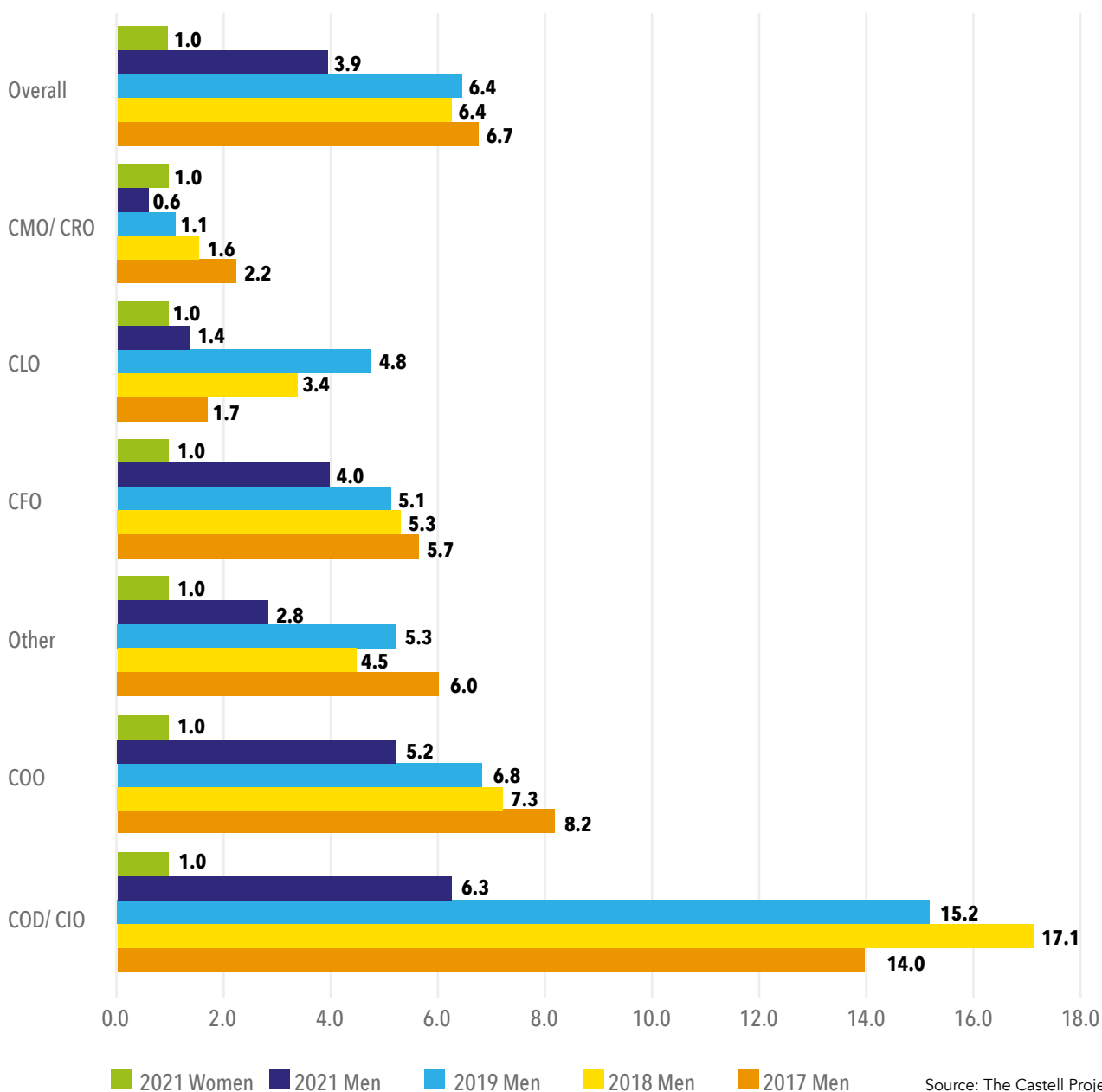
Hotel Company Chiefs: Number of Men per Woman



Hotel Company Dataset

Chief Officer	2019		2020		2021	
	Men	Women	Men	Women	Men	Women
CDO/ CIO	94%	6%	95%	5%	95%	5%
CFO	81%	19%	81%	19%	81%	19%
CHRO	44%	56%	40%	60%	41%	59%
CLO	68%	32%	68%	32%	67%	33%
CMO/ CRO	55%	45%	48%	52%	53%	47%
COO	84%	15%	82%	18%	82%	18%
CTO	91%	9%	88%	12%	93%	7%
Other	61%	38%	62%	38%	67%	33%
Overall Chiefs	78%	22%	77%	23%	77%	23%

Hotel Investment Conferences: Number of Male Chiefs per Female Chief





Conference Dataset

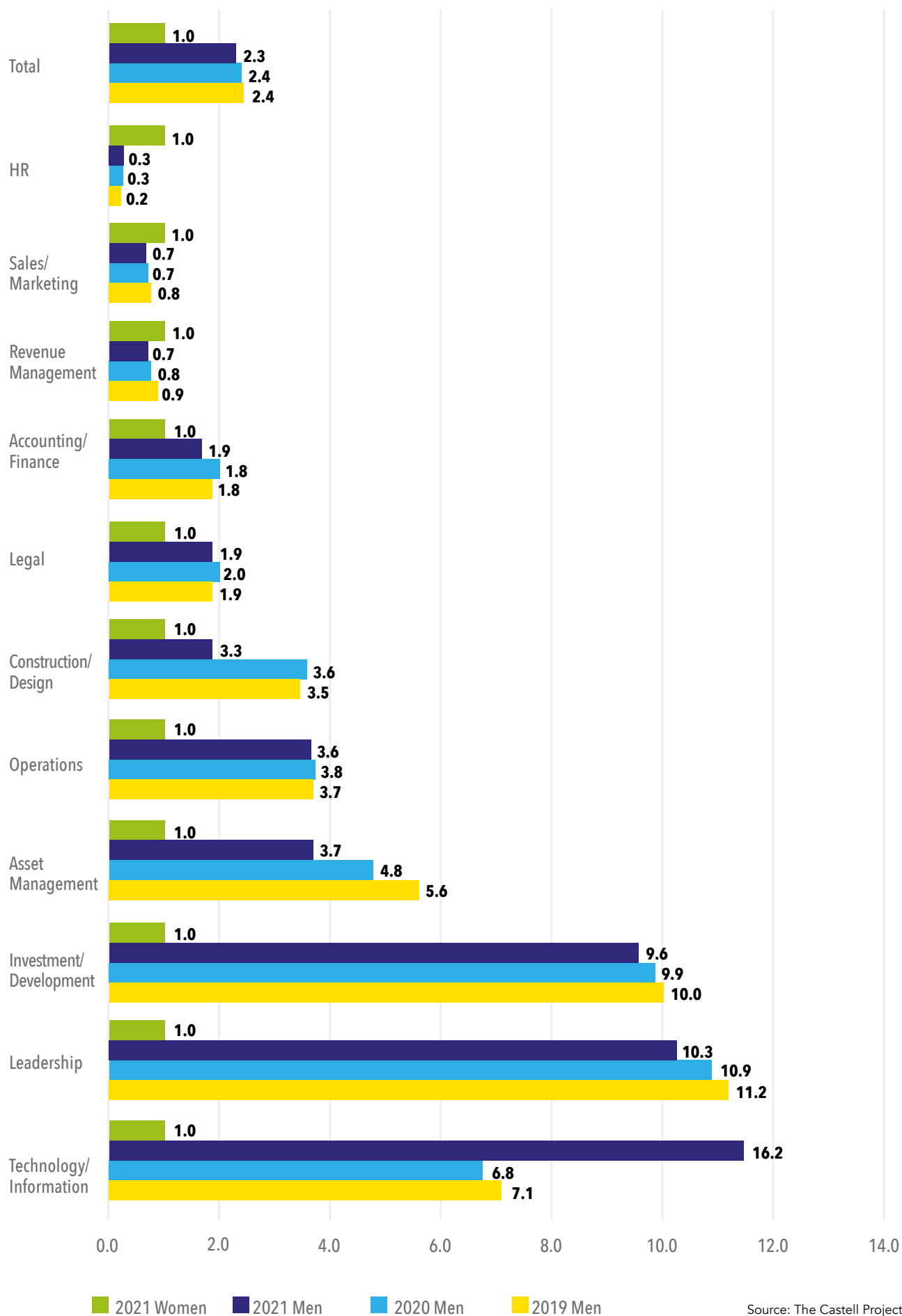
	2017		2018		2019		2021	
Chief Officer	Men	Women	Men	Women	Men	Women	Men	Women
CDO/ CIO	93%	7%	94%	5%	94%	6%	86%	14%
CFO	85%	15%	84%	16%	84%	16%	80%	20%
CLO	63%	37%	77%	23%	83%	17%	58%	42%
CMO/ CRO	69%	31%	61%	38%	52%	48%	37%	63%
COO	89%	11%	88%	12%	87%	13%	84%	16%
Other	86%	14%	82%	18%	84%	16%	74%	26%
Total Chiefs	87%	13%	86%	14%	87%	13%	80%	20%
Director	65%	35%	70%	30%	69%	31%	65%	35%

Women by Field or Specialty

The lodging accommodation workforce (largely hotels) was 53 percent female in 2020, according to the Bureau of Labor Statistics. Hospitality programs at colleges and universities were 67 percent female and rising as of 2015, although program enrollment has since dropped sharply. This pipeline, in combination with people development and other factors, is translating into women moving up in most fields at hotel companies and at investment conferences.

The notable exceptions have been investment and development, leadership, and technology in hotel companies as well as brokerage and finance at conferences. Encouragingly, the numbers are now improving in most of these areas.

Hotel Companies by Field: Number of Men per Woman



Source: The Castell Project

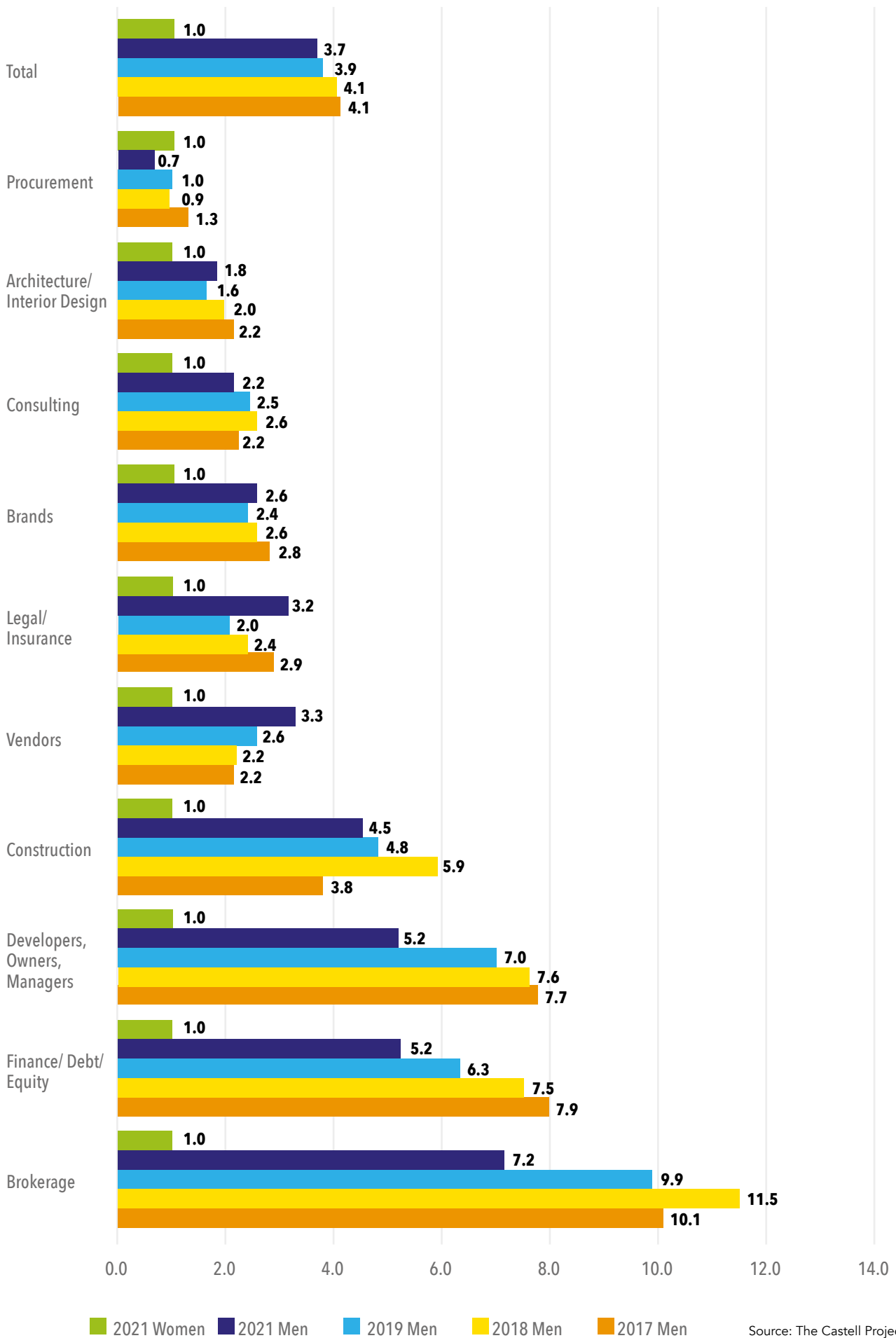


Hotel Company Leadership by Field

	2019		2020		2021	
	Men	Women	Men	Women	Men	Women
Accounting/ Finance	65%	35%	64%	36%	62%	38%
Asset Management	85%	15%	83%	17%	79%	21%
Construction/ Design	78%	22%	78%	22%	77%	23%
HR	19%	81%	20%	80%	23%	77%
Investment/ Development	91%	9%	91%	9%	90%	9%
Leadership	92%	8%	92%	8%	91%	9%
Legal	65%	34%	67%	33%	65%	35%
Operations	79%	21%	79%	21%	78%	22%
Revenue Management	48%	52%	44%	56%	42%	58%
Sales/ Marketing	43%	57%	42%	58%	40%	60%
Technology/ Information	88%	12%	87%	13%	92%	8%

Source: The Castell Project

Number of Men per Woman at Investment Conferences by Field



Source: The Castell Project

Conference Representation by Field

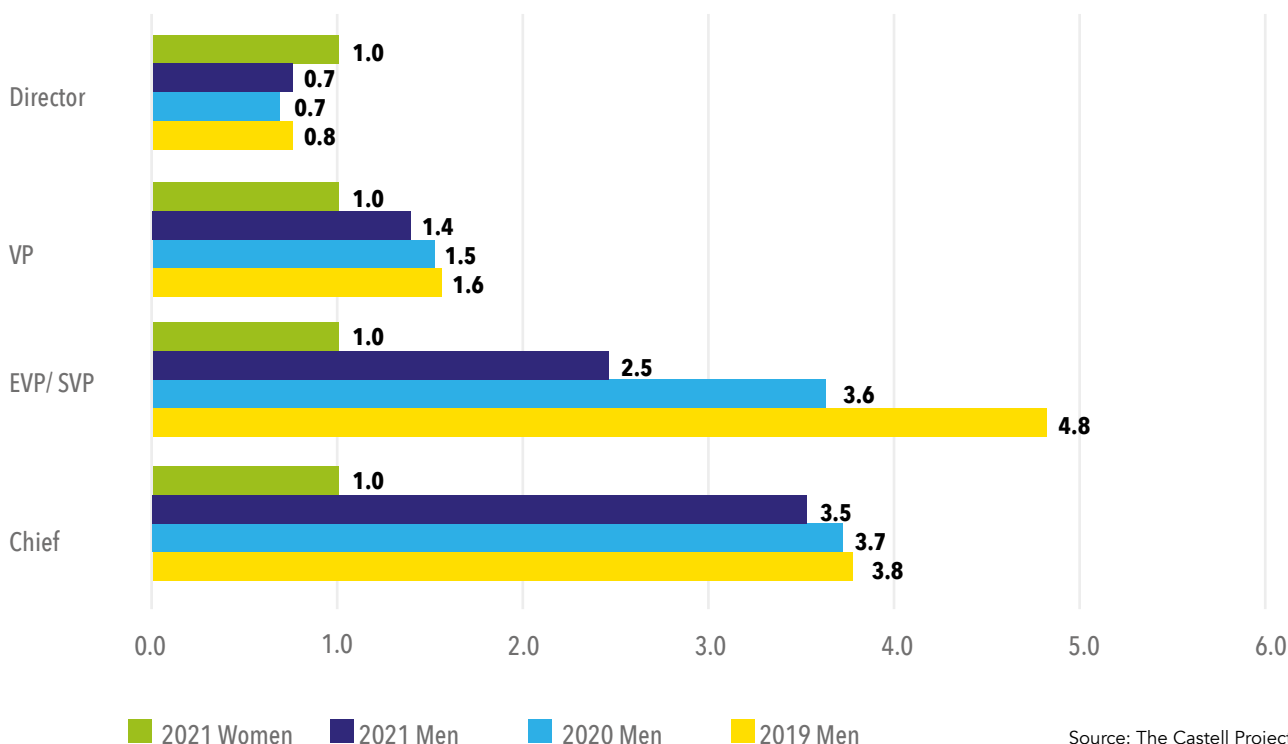
	2017		2018		2019		2021	
	Men	Women	Men	Women	Men	Women	Men	Women
Architecture/ Interior Design	69%	32%	66%	34%	62%	38%	65%	35%
Brands	74%	26%	72%	28%	70%	29%	72%	28%
Brokerage	91%	9%	92%	8%	91%	9%	88%	12%
Construction	79%	21%	85%	14%	83%	17%	82%	18%
Consulting	69%	31%	72%	28%	71%	29%	69%	31%
Developers, Owners, Managers	88%	11%	88%	12%	87%	12%	84%	16%
Procurement	57%	43%	48%	52%	49%	51%	40%	60%
Vendors	68%	32%	68%	31%	72%	29%	77%	23%
Finance/ Debt/ Equity	89%	11%	88%	12%	86%	14%	84%	16%
Legal/ Insurance	74%	26%	70%	30%	67%	33%	76%	24%

Source: The Castell Project

By Field / By Level

The following charts detail the number of men for each woman by level in individual fields. Hotel company data is presented first, following by charts for investment conferences. Statistics are also presented as percentages in tables following the charts.

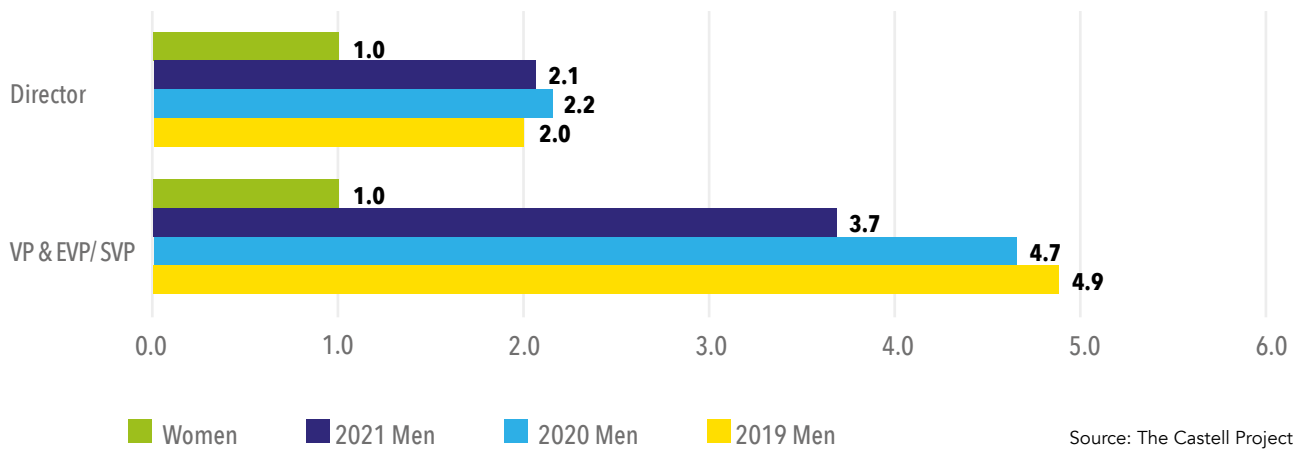
Number of Men per Woman in Hotel Companies: Accounting/Finance



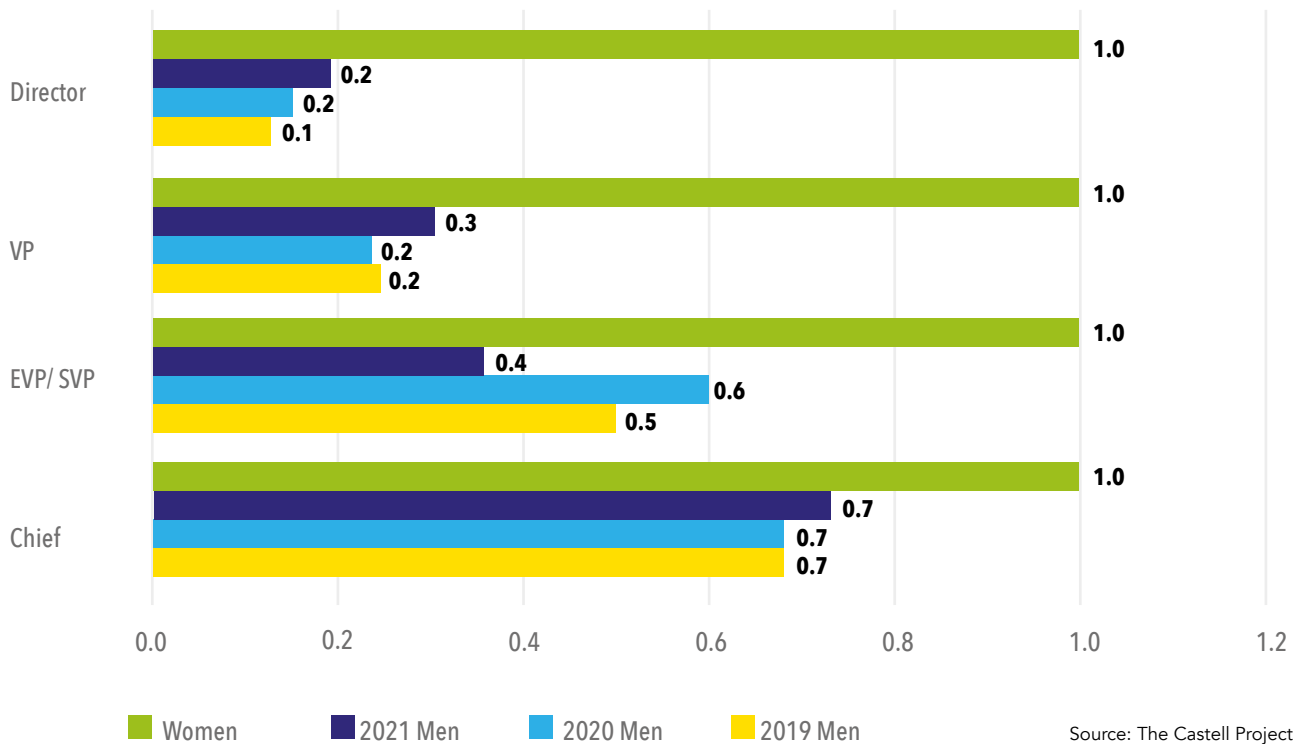
Source: The Castell Project



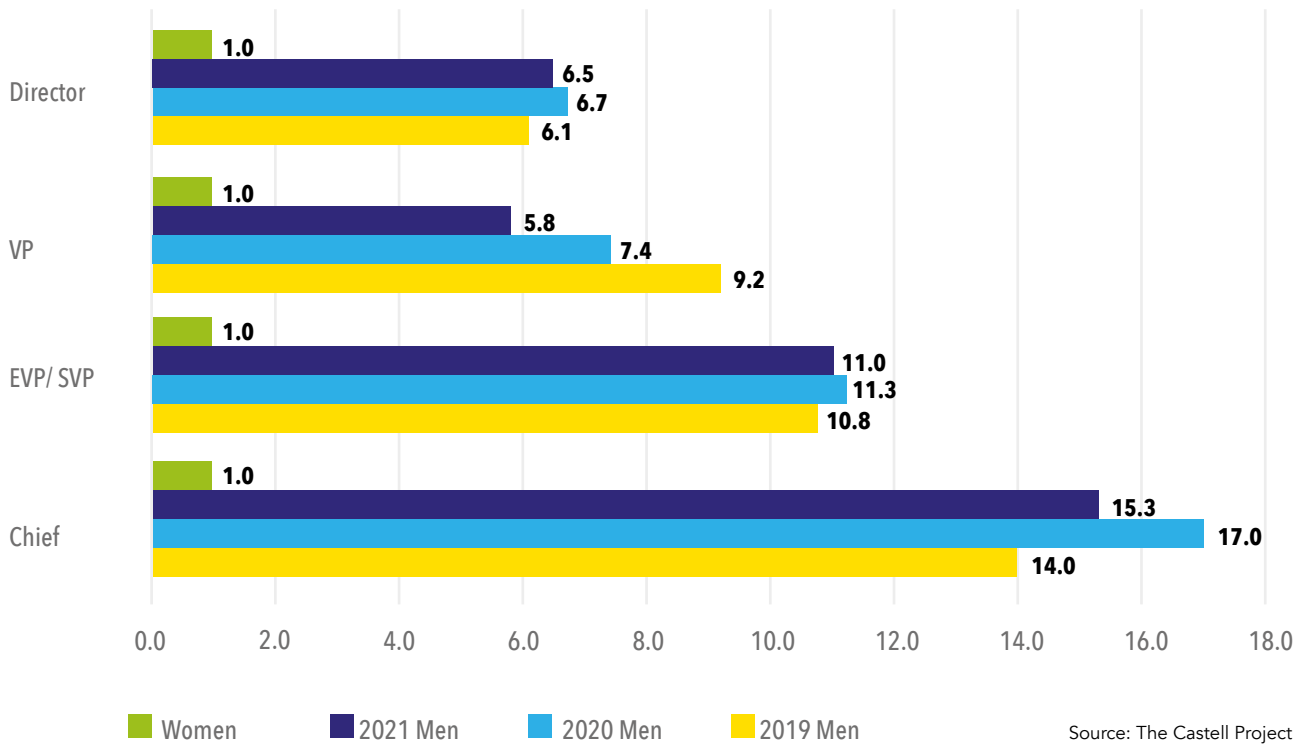
Number of Men per Woman in Hotel Companies: Construction/ Design



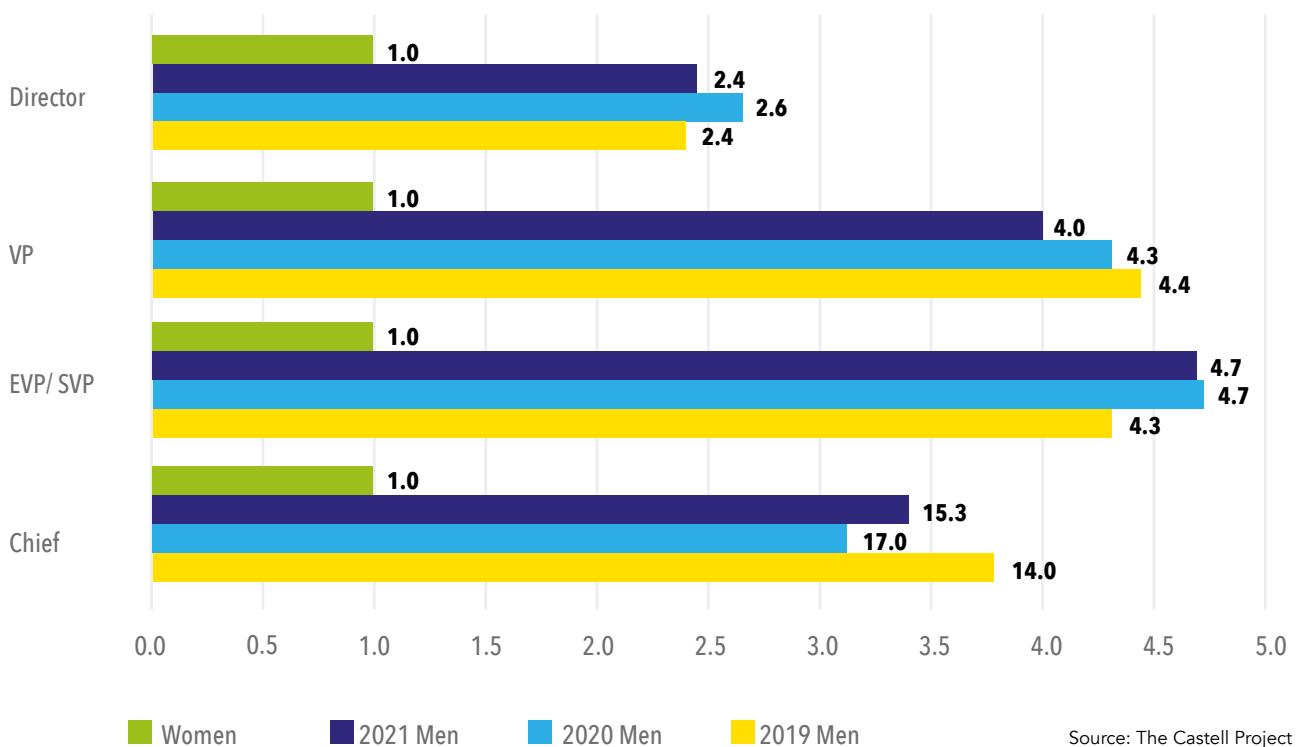
Number of Men per Woman in Hotel Companies: HR



Number of Men per Woman in Hotel Companies: Investment / Development

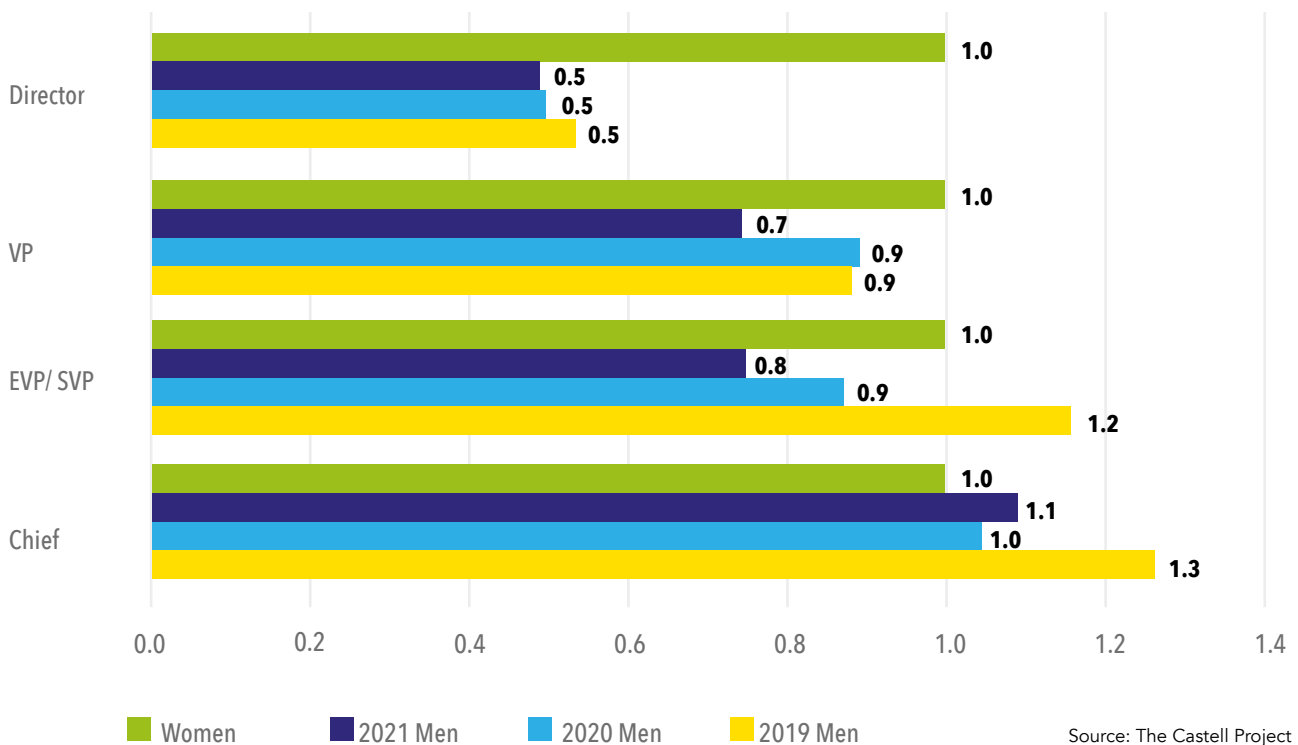


Number of Men per Woman in Hotel Companies: Operations





Number of Men per Woman in Hotel Companies: Sales / Marketing



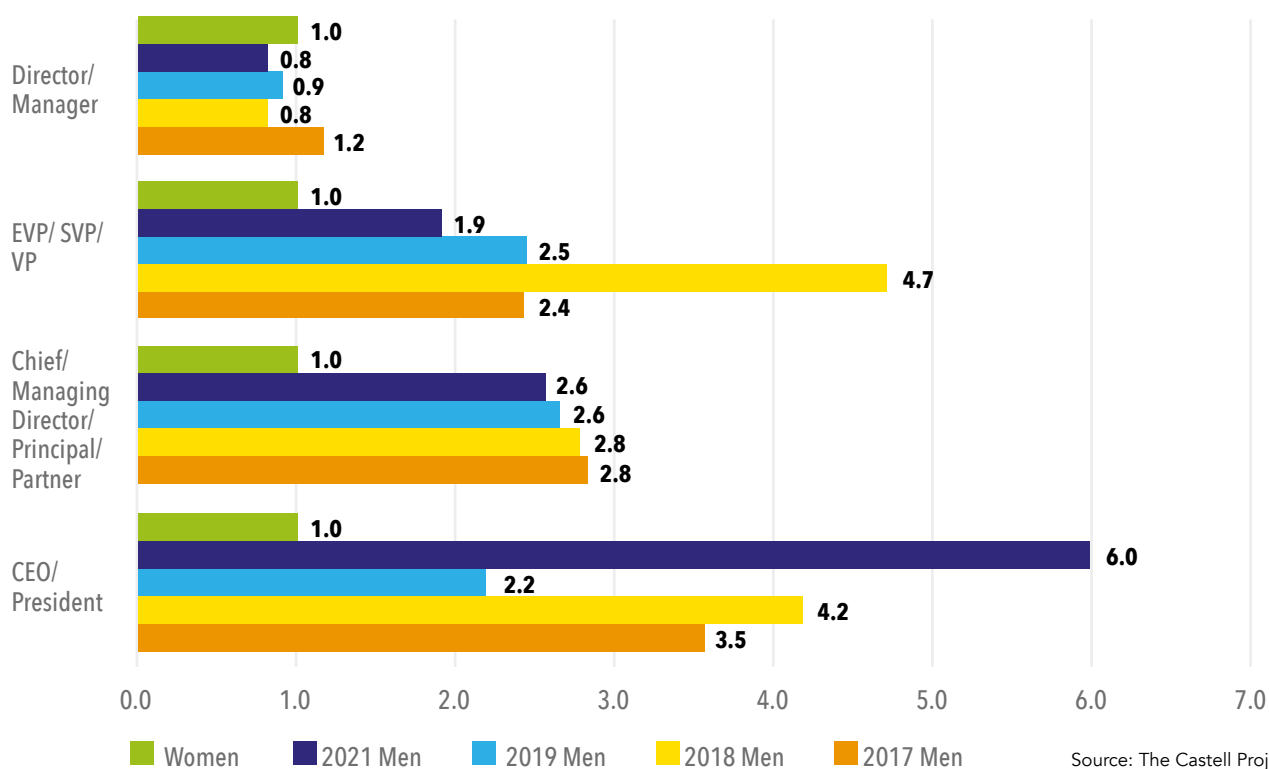
Source: The Castell Project



Statistics for Hotel Investment Conferences

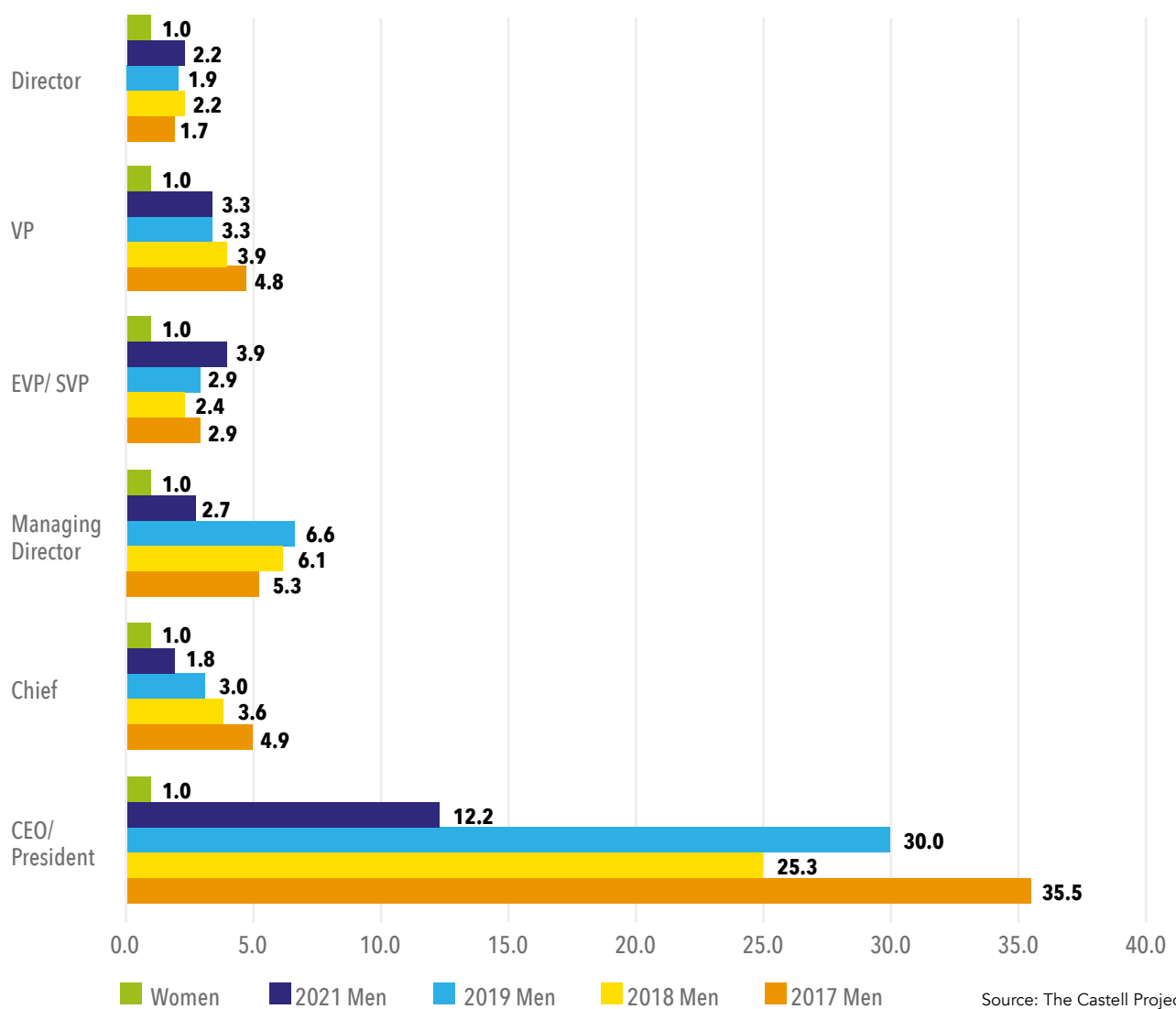
The following charts present data from hotel investment conference rosters. There are gains overall, although they are uneven.

Number of Men per Woman at Investment Conferences: Architecture / Interior Design



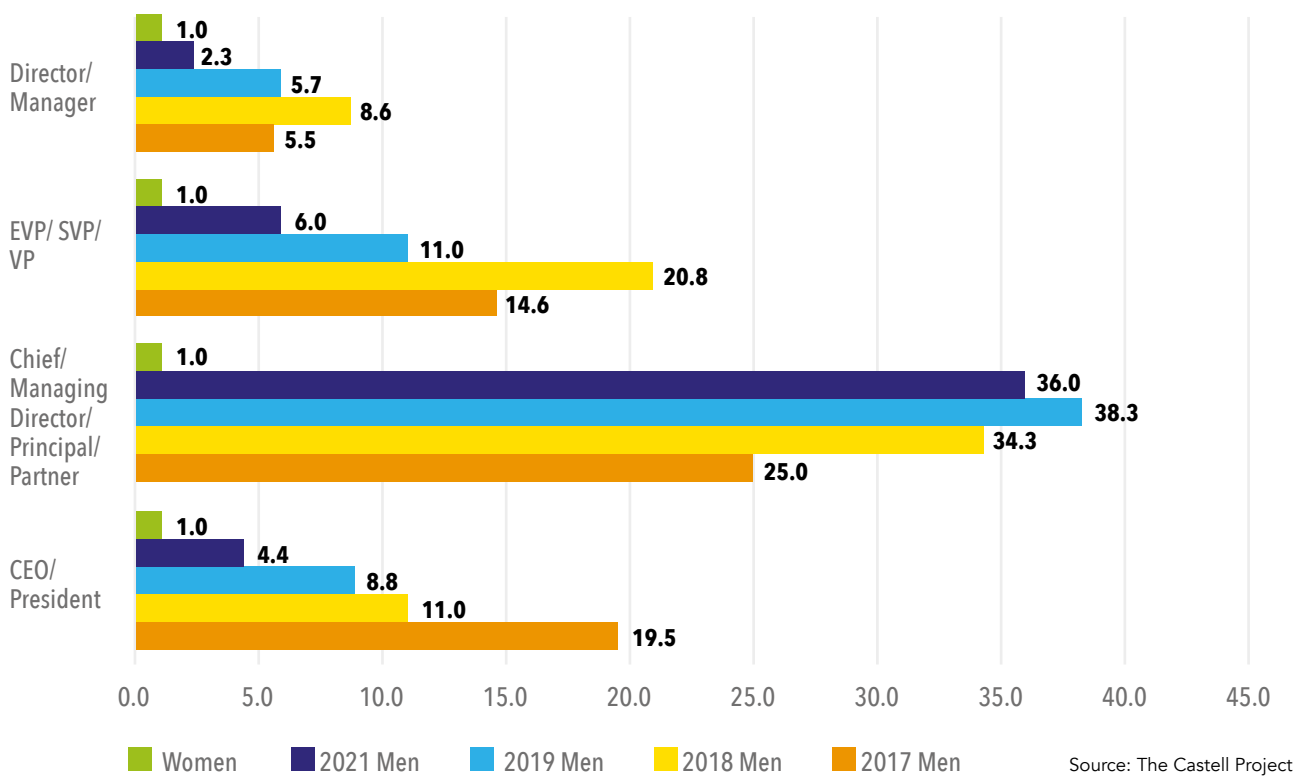


Number of Men per Woman at Investment Conferences: Brands

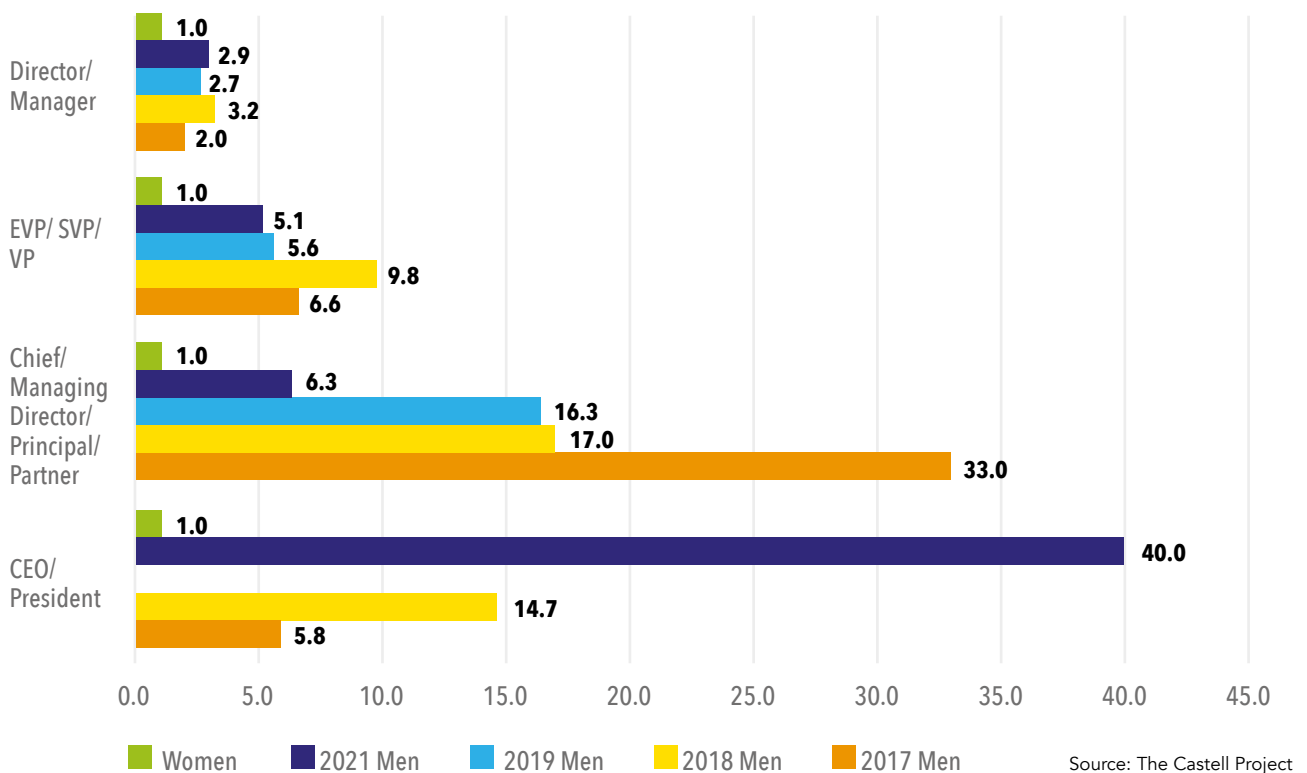


Source: The Castell Project

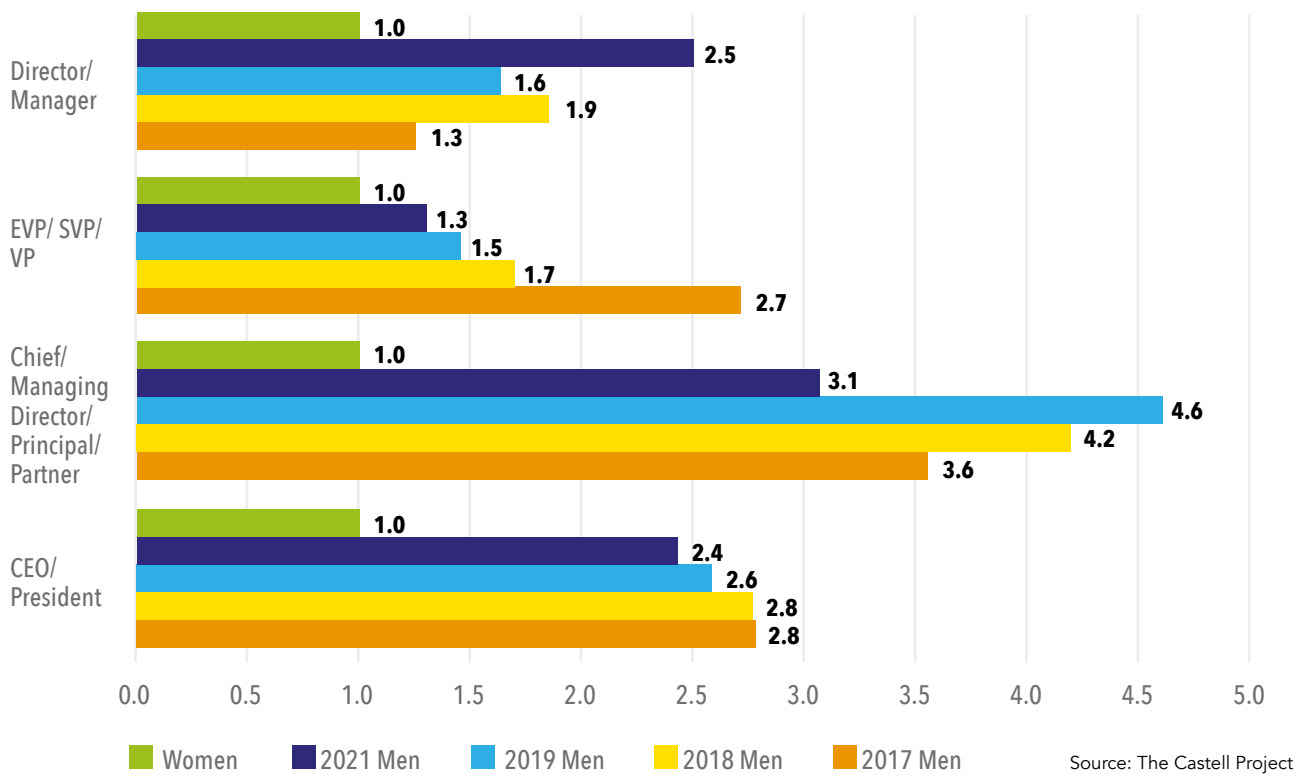
Number of Men per Woman at Investment Conferences: Brokerage



Number of Men per Woman at Investment Conferences: Construction



Number of Men per Woman at Investment Conferences: Consulting



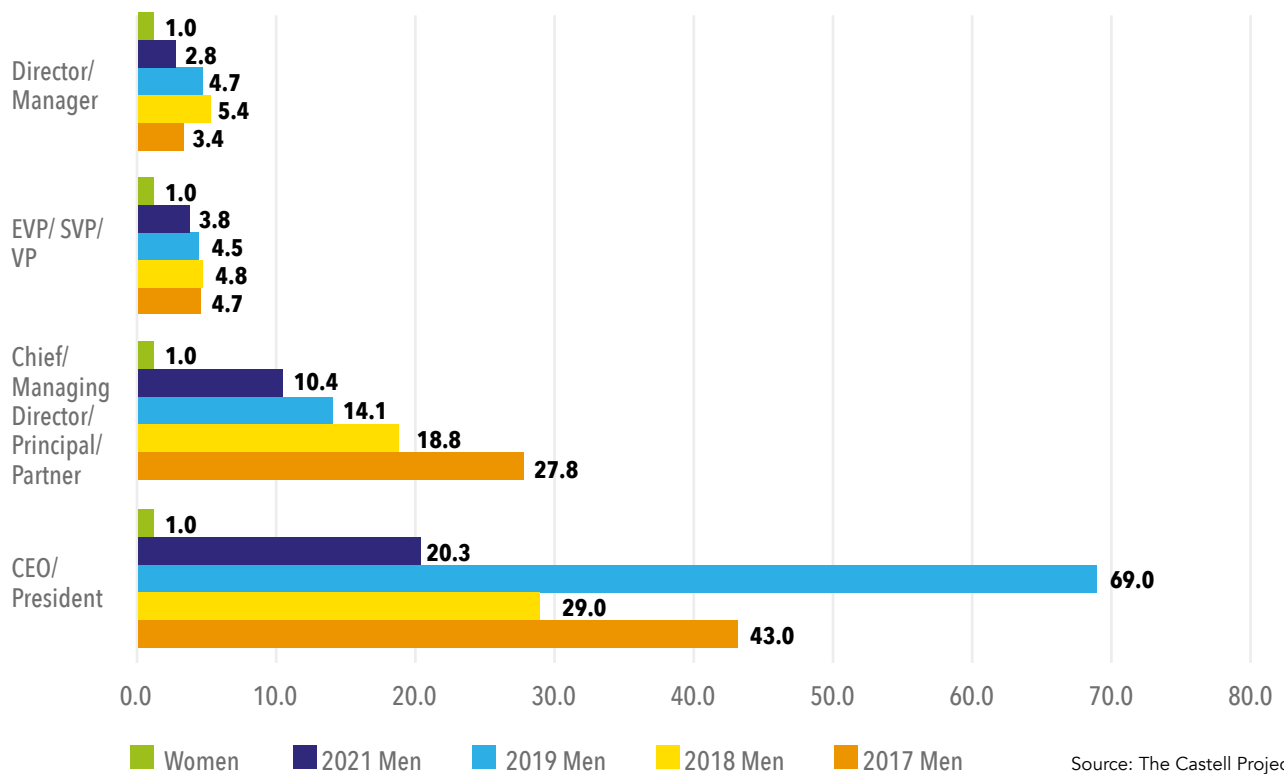
Construction, brokerage and consulting have all shown significant movement in participation of women at conferences.



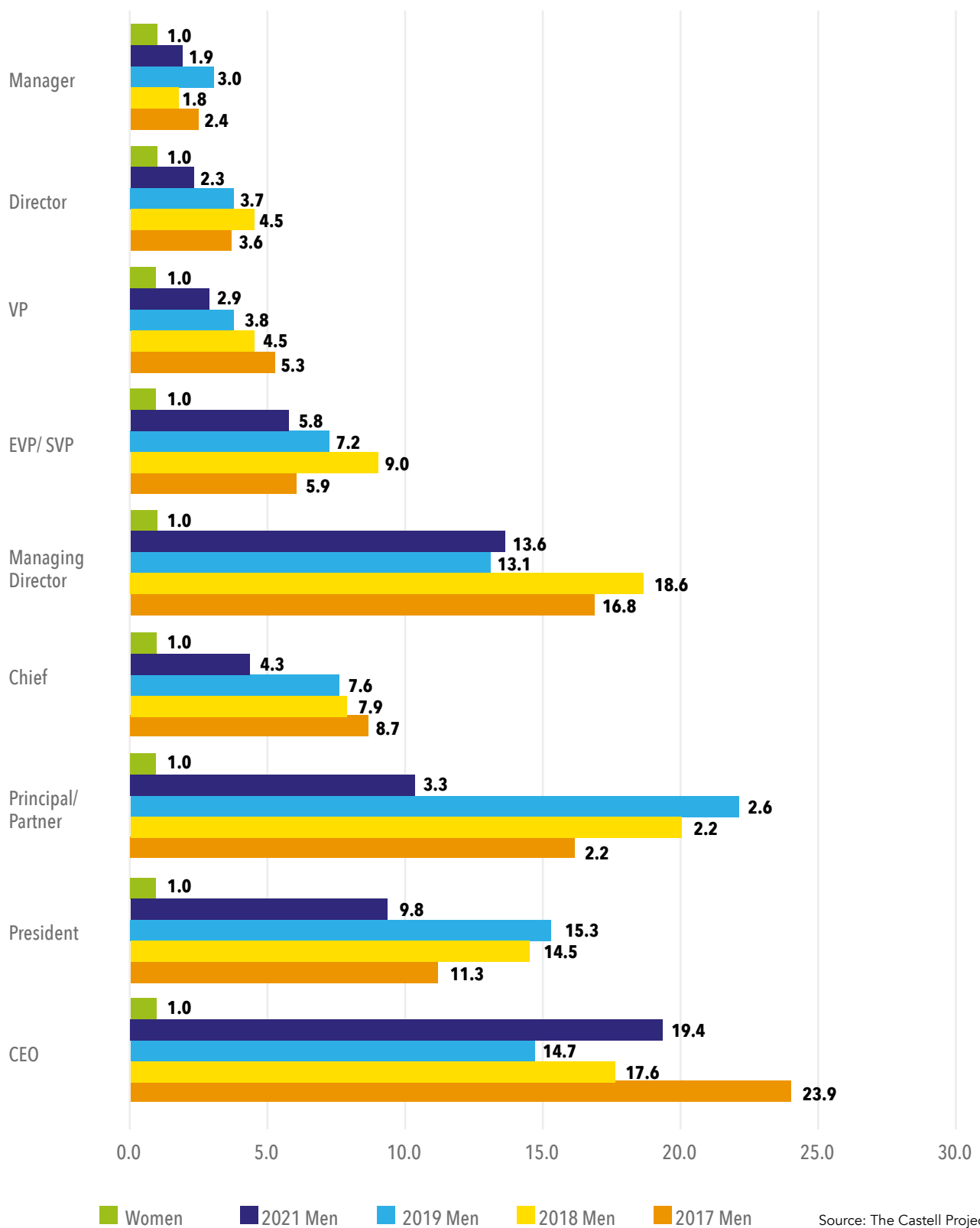


Women now present a significant opportunity as borrowers, investors and partners. Finance is slowly starting to respond.

Number of Men per Woman at Investment Conferences: Finance / Debt / Equity



Number of Men per Woman at Investment Conferences: Developers / Owners / Managers



Hotel Company Dataset: Gender Percentage Detail by Field and Level Plus Sample Size

Field / Level	2019			2020			2021		
	Men	Women	Sample	Men	Women	Sample	Men	Women	Sample
Accounting/ Finance	65%	35%	839	64%	36%	808	62%	38%	866
Chief	79%	21%	315	79%	21%	320	78%	22%	322
EVP/SVP	83%	17%	70	78%	22%	60	71%	29%	69
VP	61%	39%	157	61%	39%	152	59%	41%	167
Director	43%	57%	268	40%	60%	249	43%	57%	286
Asset Management	85%	15%	119	83%	17%	104	79%	21%	118
Construction/ Design	78%	22%	174	78%	22%	174	77%	23%	184
EVP/SVP	87%	13%	30	86%	14%	28	84%	16%	37
VP	81%	19%	70	81%	19%	74	76%	24%	80
Director	67%	33%	63	68%	32%	63	67%	33%	55
F & B	88%	12%	85	89%	11%	72	87%	13%	82
HR	19%	81%	331	20%	80%	323	23%	77%	337
Chief	41%	59%	37	41%	59%	37	42%	58%	45
EVP/SVP	33%	67%	33	38%	63%	32	26%	74%	42
VP	20%	80%	102	19%	81%	99	23%	77%	103
Director	11%	89%	158	13%	87%	151	16%	84%	135
Investment/ Development	91%	9%	462	91%	9%	456	91%	9%	507
Chief	93%	7%	90	94%	6%	90	94%	6%	98
EVP/SVP	92%	8%	106	92%	8%	98	92%	8%	132
VP	90%	10%	133	88%	12%	126	85%	15%	144
Director	86%	14%	78	87%	13%	85	87%	13%	75
Leadership	92%	8%	936	92%	8%	974	91%	9%	1048
CEO	95%	5%	408	94%	6%	425	94%	6%	423
President	92%	8%	285	91%	9%	311	91%	9%	366
Partner/Principal	97%	3%	89	98%	2%	88	96%	4%	100
Managing Director	83%	17%	140	82%	18%	137	84%	16%	135
Legal	65%	35%	165	67%	33%	167	65%	35%	195
Chief (CLO, General Counsel)	67%	33%	123	69%	31%	127	68%	32%	136
Operations	79%	21%	1151	79%	21%	1156	78%	22%	1205
Chief	79%	21%	211	76%	24%	215	77%	23%	225
EVP/SVP	81%	19%	212	83%	17%	212	82%	18%	239
VP	82%	18%	336	81%	19%	340	80%	20%	350
Director	71%	29%	313	73%	27%	310	71%	29%	306
Procurement	65%	35%	49	70%	30%	46	66%	34%	50
Revenue Management	48%	52%	252	44%	56%	251	42%	58%	275
Sales/ Marketing	43%	57%	548	42%	58%	509	40%	60%	565
Chief	56%	44%	43	51%	49%	47	52%	48%	46
EVP/SVP	54%	46%	69	46%	54%	56	43%	57%	70
VP	47%	53%	203	47%	53%	187	43%	57%	237
Director	35%	65%	229	33%	67%	212	33%	67%	205
Technology/ Information	88%	12%	137	87%	13%	132	92%	8%	137
Chief	91%	9%	46	88%	12%	43	93%	7%	44
VP	89%	11%	37	92%	8%	38	95%	5%	39
Director	80%	20%	46	80%	20%	46	88%	13%	48
Total	71%	29%	5248	71%	29%	5172	70%	30%	5569

Source: The Castell Project

Hotel Investment Conference Dataset: Gender Percentage Detail by Field and Level Plus Sample Size

	2017			2018			2019			2021		
	Men	Women	Sample	Men	Women	Sample	Men	Women	Sample	Men	Women	Sample
Academia	53%	47%	155	42%	58%	184	57%	43%	149	58%	42%	121
Architecture/ Interior Design	68%	32%	319	66%	34%	380	62%	38%	444	65%	35%	325
President	78%	22%	32	78%	22%	37	61%	39%	41	84%	16%	25
Principal/Partner	72%	28%	130	73%	27%	134	72%	28%	154	71%	29%	118
Director	55%	45%	51	46%	54%	56	40%	60%	82	34%	66%	58
Brands	74%	26%	876	72%	28%	1,199	71%	29%	1,263	72%	28%	831
CEO	96%	4%	52	96%	4%	51	95%	5%	40	92%	8%	39
Chief	83%	17%	100	78%	22%	106	75%	25%	96	64%	36%	90
Managing Director	84%	16%	44	86%	14%	64	87%	13%	76	73%	27%	55
EVP/SVP	74%	26%	132	70%	30%	175	74%	26%	186	80%	20%	168
VP	83%	17%	230	80%	20%	347	77%	23%	363	77%	23%	211
Director	63%	37%	158	69%	31%	254	66%	34%	285	68%	32%	126
Manager	47%	53%	92	46%	54%	112	47%	53%	132	52%	48%	77
Brokerage	91%	9%	244	92%	8%	375	91%	9%	381	88%	12%	310
Managing Director	95%	5%	64	96%	4%	77	100%	0%	88	96%	4%	84
EVP/SVP	100%	0%	47	99%	1%	79	96%	4%	76	93%	7%	57
VP	84%	16%	31	90%	10%	52	84%	16%	44	70%	30%	27
Construction	79%	21%	221	86%	14%	318	83%	17%	360	82%	18%	244
EVP/SVP	73%	27%	26	87%	13%	31	90%	10%	30	86%	14%	14
VP	95%	5%	42	92%	8%	66	83%	17%	63	83%	17%	47
Director	68%	33%	40	83%	17%	58	82%	18%	73	74%	26%	50
Manager	67%	33%	39	69%	31%	52	64%	36%	75	75%	25%	44
Consulting	69%	31%	473	72%	28%	593	71%	29%	508	69%	31%	268
CEO	76%	24%	37	77%	23%	44	84%	16%	32	74%	26%	31
President	71%	29%	35	71%	29%	62	64%	36%	47	67%	33%	24
Principal/Partner	78%	22%	69	79%	21%	99	78%	22%	81	68%	32%	44
Chief	90%	10%	280	89%	11%	319	88%	12%	326	81%	19%	288
Managing Director	77%	23%	109	85%	15%	123	86%	14%	115	79%	21%	53
EVP/SVP	76%	24%	37	76%	24%	54	60%	40%	62	69%	31%	36
VP	70%	30%	30	49%	51%	47	59%	41%	27	36%	64%	22
Director	59%	41%	64	66%	34%	83	61%	39%	69	67%	33%	27
Manager	51%	49%	43	62%	38%	26	66%	34%	29	80%	20%	15
Developers, Owners, Managers	89%	11%	2,139	88%	12%	2,482	87%	13%	2,671	84%	16%	1,986
CEO	96%	4%	349	95%	5%	353	94%	6%	393	95%	5%	326
President	92%	8%	296	94%	6%	326	94%	6%	326	91%	9%	312
Principal/Partner	94%	6%	206	95%	5%	273	96%	4%	277	91%	9%	136
Managing Director	94%	6%	107	95%	5%	157	93%	7%	169	93%	7%	117
EVP/SVP	86%	14%	236	90%	10%	249	88%	12%	295	85%	15%	189
VP	84%	16%	320	82%	18%	373	79%	21%	390	74%	26%	328
Director	78%	22%	184	82%	18%	241	79%	21%	253	70%	30%	140
Manager	71%	29%	62	64%	36%	86	75%	25%	100	65%	35%	69
Finance/ Debt/ Equity	89%	11%	545	88%	12%	843	86%	14%	901	84%	16%	618
Principal/Partner	98%	2%	53	96%	4%	53	92%	8%	79	97%	3%	61
Managing Director	97%	3%	165	95%	5%	242	94%	6%	231	91%	9%	158
EVP/SVP	85%	15%	80	86%	14%	119	82%	18%	123	78%	22%	79
VP	79%	21%	68	80%	20%	123	81%	19%	134	80%	20%	93
Director	79%	21%	61	83%	17%	109	82%	18%	110	78%	22%	63
Legal/ Insurance	74%	26%	225	70%	30%	280	67%	33%	268	76%	24%	125
Principal/Partner	81%	19%	118	81%	19%	140	81%	19%	118	81%	19%	63
Media	59%	41%	140	56%	44%	139	53%	47%	116	57%	43%	124
Other/ Association	55%	45%	163	60%	40%	215	59%	41%	212	62%	38%	159
Procurement	57%	43%	88	48%	52%	90	49%	51%	87	40%	60%	60
Vendors	68%	32%	405	68%	32%	492	72%	28%	522	77%	23%	372
Total	79%	21%	5,993	79%	21%	7,590	78%	22%	7,882	77%	23%	5,543

Levels: Definitions

Titles held by men and women are organized by level in this report using the following groups of titles. The hotel company charts are in the range of director through CEO. The investment conference charts include all titles in the conference rosters.

Associate/Other

Analyst, assistant, associate, business development, consultant, coordinator, local sales manager, professor, rep, student and other titles not otherwise classified.

Director

People with the title of director, corporate director, senior director, associate director, etc. in all fields. However, hotel level directors (director of sales, etc.) and area directors (regional director of operations, for example) are excluded from the hotel company dataset. Includes associate deans, editors, franchise sales directors, global directors, national sales directors, sales and project leads, senior advisor, senior loan officer, economist, etc.

Manager

Includes managers, general managers, account executives, architects, attorneys, consulting manager, controller, counsel, national sales manager, portfolio manager, project manager, regional director, regional manager, senior analyst, senior manager. Managers are not included in the hotel company dataset.

VP

Vice presidents in all fields. Vice presidents who also are C-suite chiefs are classified as chiefs. Those who also carry a partner or principal title are classified as partner/principal. Includes associate principals, deans, head of business development, managing editors, practice leads or heads, etc.

EVP/SVP

Executive and senior vice presidents in all fields. Those who also carry a "chief" C-suite title are classified as chiefs. Includes brand managers, division heads, senior counsel, chief economist, chief of staff.

Chief (C-suite)

Executives with "chief-officer" in their title – CFO, COO, CMO, CLO, etc. General counsels are classified as CLOs. Some chiefs also are presidents or SVPs, for instance. Dual titles including chief and

director, VP or EVP/SVP are categorized by their chief role. Dual titles including president or CEO are classified as president or CEO and also shown in the distribution of chiefs.

Principal/Partner

Principal, partner, member, shareholder, regional managing partner, owners and founders of professional firms, members, etc.

Managing Director

Managing directors, managing principals, managing partners and senior managing directors as well as "head" titles. Includes division head or lead, global head, practice leads and heads.

President

President, owner and founder. Presidents with the additional title of CEO are listed under CEO. Those who are also chiefs are included in the leadership statistics as presidents and are also included in the C-suite detail.

CEO

CEOs, as well as CEOs with additional titles such as CEO and chairman, president or managing director; includes global or sector president, owner or founders who are not presidents.

Board

Chairman, treasurer, board director and other board titles. We do not present board representation in this report. However, our report on *Diversity of Hospitality Industry Public Boards* is available at www.CastellProject.org.



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As an industry, in order to compete for talent, we need to do better for women who want career advancement as well as families and for men who want families as well as career advancement.





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