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The reasons and solutions for the under-representation of women in the hotels' senior management

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| <p>Abstract</p> <p>The report is a study of female workforce in the hospitality industry, particularly focusing on the under-representation of women in hotels' senior management. As the hospitality industry is broad with variable services in both formal and informal employment, only data and findings regarding professions in formal sector are used to analyse and discuss. It is foremost essential to comprehend the impact of the tourism sector in today's global economy. The industry picture is followed by statistics which portray the lack of female representation in hotels' top management, albeit women make up more than half of the global travel and tourism sector.</p> <p>Gender pay gap, a higher vulnerability in employee layoff and sexual harassment as well as work-life conflict, old-boy network with too few role model, the lack of family support and networking channels are listed as factors that have hindered women from advancing further towards senior roles in hotels. These discriminating attitude and behaviours stem from biased beliefs and preconceptions concerning traditional gender roles that are deeply rooted in social norms and culture. Confronting such predetermined image of an ideal woman, many women have subconsciously conformed to stereotypes and behave in a manner that accidentally strengthens unjustified beliefs, eventually recoiling upon themselves again. In this sense, women are partly responsible for the gender inequality. However, effective policies are required to accommodate females to avoid self-stereotype, passive attitude, and prove that prejudices against women are wrong. Gender parity in senior management and on board is not solely a workplace issue but rather a society issue.</p> <p>Quotas, flexible working arrangements, training programs, intensive networks, mentorship, standardised and transparent recruitment, performance appraisal and promotion criteria, equal gender pay, child-care provision, a secured working environment, awards for leading women and female-friendly organisations are suggested as solutions for helping more women climb up their career ladder. As the gender diversity issue is a common phenomenon across industries, most of the fore-mentioned reasons and solutions can be found in other sectors other than hotels and restaurants. This explains why relevant results and findings regarding the gender diversity issue at workplace from studies conducted in a general employment context are also used occasionally to support the report.</p> | |
| Keywords | Hospitality industry, women, senior management, hotel, talent retention, gender diversity |

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1 Introduction

1.1 Hospitality industry

The hospitality industry is defined to encompass “hotels, eating and drinking establishment, and institutions that offer shelter, food, or both to persons away from home”. (Buergermeister 1983, cited in Zhong 2006). Professor Thomas Baum (2013) from International Labour Organisation (ILO) addresses hotels, catering and tourism (HCT) as a sector. Baum reminds that some organizations tend to incorporate hotels and restaurants under tourism, which is considered as only a component comprising of tour operators, transport, and travel agencies within the HCT sector under ILO’s definition.

Branching from this industry, accommodation is so far “the largest and most ubiquitous sub-sector within tourism economy”, therefore plays a significant role in both domestic and international tourism industry. (Cooper et al. 1998, cited in Sharpley 2005). Sharpley (2005) stresses on the diversity of the accommodation sector and the variety of hotels which are widely recognised as a form of overnight accommodation (Holloway 1998, cited in Sharpley 2005). Particularly, a hotel usually offers both accommodation and sustenance, which means that two distinct services are simultaneously provided in a single context that has led international hospitality literature to focus on the international hotel industry.

In simple words, the perimeter of the hospitality industry is extremely wide with various categories ranging from hotels and accommodation, restaurants as well as leisure services, travel and transport agencies. It is therefore conceived and intended in this report that terminologies “industry” and “sector” along with “hospitality” and “travel and tourism” can be used interchangeably. Researchers and organizations have different definitions and categorisations for this industry, data and results retrieved however reflects similar implications as all fields within the industry are inter-linked to each other and share common characteristics. For this reason, data on the whole large sector or on a group of sub-sectors will be mainly used to analyse, specific data on the hotel and accommodation field/sub-sector nevertheless will be focused if such statistics are available.

1.2 The economic impact of travel and tourism sector

The World Tourism Organization (UNWTO) reports the tourism sector's contribution to worldwide employment to be averagely 7%. Low barriers to entry, part-time work and flexible working hours facilitates more employment opportunities. This is especially the case in developing countries where women unfortunately have limited access to education whilst hold more liabilities to household obligations. With more provided opportunities for women at workplaces, the HCT sector deems to potentially alleviate poverty, making a commendable contribution to the overall economy (Baum 2013).

It is important to realize that the growth of this industry is as significant (as one of major income sources) to the developing regions than to the developed regions. Between 2000 and 2008, Asia-Pacific, Africa, and Central America obtained an impressive annual growth in international tourist arrivals of 6.6 %, 6.7% and 8.4% respectively, compared to the small growth of merely 0.8% in North America and 2.8% in Europe. (UNWTO 2011). Baum (2013) reaffirms that the HCT sector is fast growing and highly labour intensive, resulting in gaining a position among the world's top job creators and opening a quick entry for women apart from youth and migrants into the workforce.

Based on reports from The World Travel & Tourism Council (WTTC) in recent years, the overall growth of Travel and Tourism (T&T) sector has been positive with 2015 being the fifth consecutive year that the sector outperforms the wider economy. It is anticipated that the trend continues strongly in the near and far future. The following figures are the WTCC's forecast for the growing contribution of the T&T to whole economy GDP and employment.

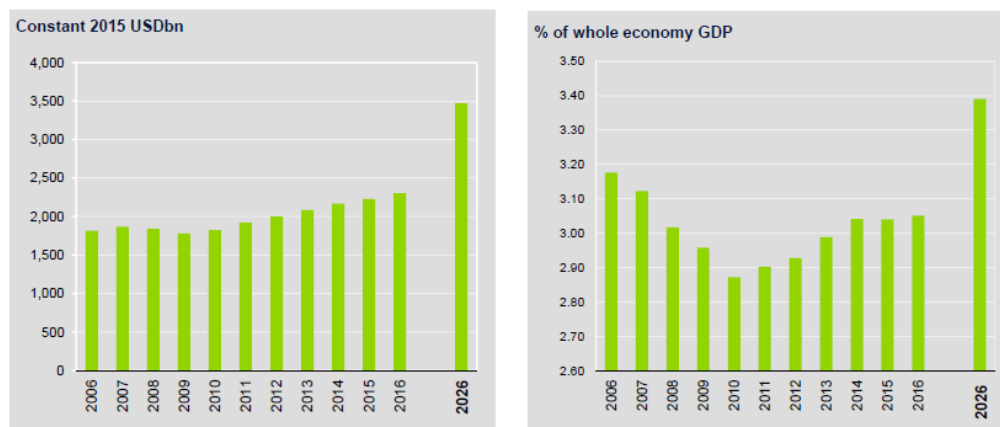


Figure 1: Direct contribution of T&T to GDP (Source: WTTC 2016)



Figure 2: Direct contribution of T&T to employment (Source: WTTC 2016)

Statistically, the hospitality industry generated USD 2, 229.8bn and created 107,833,000 jobs worldwide, which respectively accounts for 3.0% of world GDP and 3.6% of total employment in 2015. It is expected that by 2026, the industry's will bring USD 3, 469.1bn to world GDP and support 135,884,000 jobs globally, which accounts for 3.4% of world GDP and 4.0% of total employment. (WTCC, 2016).

1.3 Women in the tourism industry

It is noteworthy that the hospitality industry comprises of both informal and formal employment. Data on hotels and restaurants is often used as a representative indicator for the wider hospitality industry. Professional, clerk, and service are viewed as three levels of employment status in the formal sector. (UNTWO 2011). Exemplary jobs are categorised to each level by UNWTO as below.

| Level of employment status | Exemplary jobs |
|----------------------------|---|
| Professional | Chefs, housekeeping supervisors, managerial positions |
| Clerk | Cooks, receptions, office staff |
| Service | Restaurant service workers, travel attendants, related workers housekeeping |

Table 1. Different levels of employment status in the hospitality industry (Source: UNTWO 2011)

Women make up averagely 55.5% of the T&T sector's labour force at a global scale. Their roles vary from low, semi-skilled jobs to positions in middle and top management.

In 2008, a survey from 68 countries illustrates the high share of women in tourism employment in most of the countries as manifested in appendix 1. Female participation, which comprises less than 50% of the national tourism workforce, is only found in 16 out of 68 countries. This shows how immense the female participation in national T&T sector's labour force in other countries is, with the highest percentage of female participation of 85.6% in Lithuania. (Baum 2013).

The high participation of female in the whole industry nevertheless is not represented proportionally in management and senior roles. For example, women make up 53.6% of the UK's tourism workforce that is even 8.6% higher than the proportion of female employees in the national workforce. Nevertheless, less than 12% of the seats on the boards are held by women, reported from 16 UK tour operators. Another survey conducted with 78 companies involving hotel groups, international tour operators, airlines and cruise ships also reveal that only 15.8% of board members are women, more than a quarter of surveyed companies have no female member on their boards. (Equality in tourism 2013).

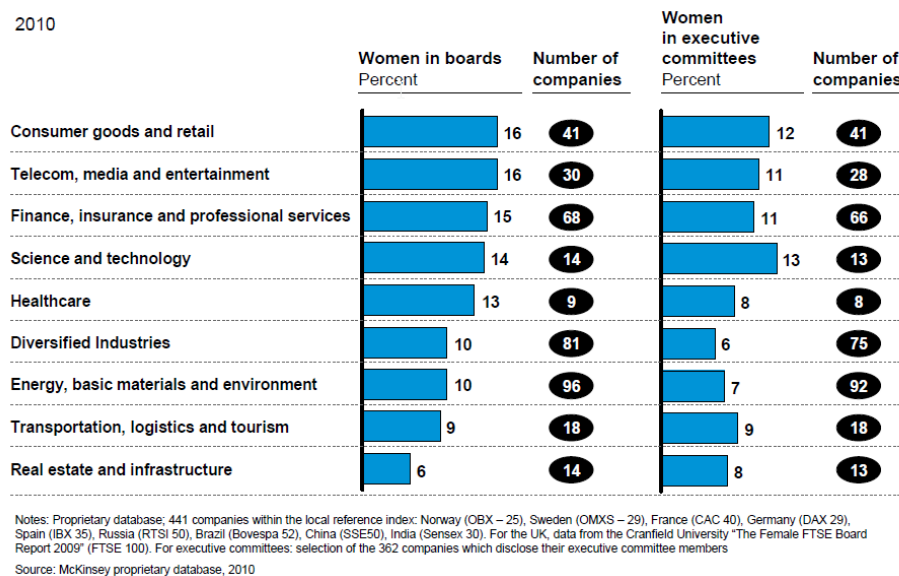


Figure 3: Gender diversity in top management varies by industry
(Source: McKinsey & Company 2010)

From figure 3, it is visible that the overall percentage of women in senior management across industries is quite small as the highest percentage found is 16% in both consumer goods - retail industry and telecom – media - entertainment industry. The percentage of women representing in the upper management of the transportation, logistics, and tourism is unfortunately even lower with only 9%, attaining the second lowest position

among nine industries. Although the data is combined on such a broad scale as either the transportation and logistics industry or tourism industry can be noteworthy enough to stand alone, it implies a sad truth that separated statistics for each industry might indicate much lower proportions of women occupying senior roles.

Women are said to occupy a decent representation in overall formal tourism employment, they are nonetheless more likely to hold positions at a clerical level and less likely to reach professional-level tourism employment, compared to their male colleagues. (UNTWO 2011). The pivotal issue identified here is the under-representation of the female in the senior leadership and executive decision-making level.

| Region | Average of women professionals in H&R sector | Average of clerks in the H&R sector | Average of women service workers in the H&R sector |
|-----------------|--|-------------------------------------|--|
| Asia | 38.9 | 49.4 | 35.6 |
| Latin America | 36.6 | 62.7 | 65.5 |
| Africa | 34.9 | 56.6 | 34.8 |
| Caribbean | N/A | 67.3 | 42.9 |
| Oceania | N/A | N/A | N/A |
| Average* | 36.8 | 59.0 | 44.7 |

* In order to show an average, a region needed to have data for at least 10% of countries included.

Table 2. The average percentage of women employees at different occupational status in hotel and restaurant sector, by region (%) (Source: UNWTO and UN Women 2011)

2 Why does this problem matter?

2.1 Gender – a major issue in organisations

In tandem with evidences of women who had successfully broken the glass ceilings, Halford and Leonard (2001) report on the significantly increasing numbers of women employed in work organisations and also in professional and managerial positions. These changes hint at an optimistic part of the gender picture in organisations and prove that real progress had been made towards gender parity. Unfortunately, the bigger part of this picture is rather gloomy due to persistent discriminating patterns with the occupational division, pay and seniority. The dominant role of men in corporates is identified in all aspects including status, jobs, opportunities, and rewards. Meanwhile, their female counterparts are undervalued, overrepresented in the lower organisation hierarchy and underrepresented in the higher.

The term “glass ceiling” is a popularised metaphor used to refer to an intangible barrier that blocks women from obtaining higher positions within an organisational hierarchy, only because they are female. The phenomenon occurs at every level where women can see where they aspire to move forward yet are prevented by discriminatory attitudes and unfair system. (Li & Leung 2001). More significantly, McKinsey (2013) finds that women are not only outnumbered at the top but also at all levels and the scarcity of women increases along the hierarchy. Put differently, a female talent pipeline toward the top has been leaking “at every transitional point”.

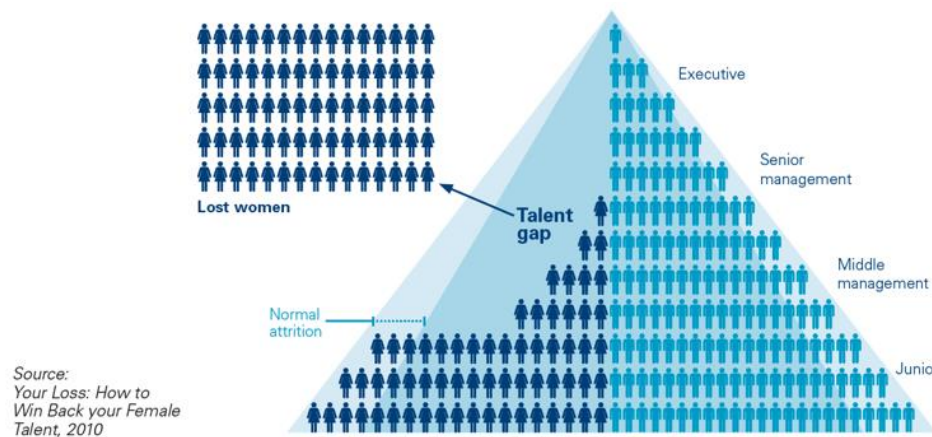


Figure 4. The leaking female talent pipeline (Source: Davies 2011)

Therefore, gender emerges in this picture as a major issue within organisations, regardless of remarkable economic and cultural changes. By 2001, the changes in the number of women in upper management planted a hope for Halford and Leonard - the authors of “Gender, Power and Organisations” that there had been a progress, even if it was slow, time will solve the issue. Many years have passed since the feminist revolution started and more than 15 years since the changes suggesting a promising gender picture, yet the problem still remains as illustrated through latest statistics in next sections. These recent reports leave us pondering whether the issue will be unpuzzled in the near future.

2.2 Women and economic development

Any reader can be struck by following statistics that reveals current and future status of the female labour force in the general global economy. Specifically, “women perform 66 percent of the world’s work, produce 50 percent of the food, but earn only 10 percent of

the income and own 1-2 percent of the property". Significantly, should the employment rate between males and females be closed, the US GDP, Eurozone GDP and also Japanese GDP can be boosted immensely by 9%, 13%, and 16% respectively (WEConnect International, n.d.). McKinsey (2016) also reports that "if women's participation in the economy was identical to that of men", referring to a full potential scenario, then by 2025 USD 28 trillion would be added to world GDP.

On the other hand, with the rising control in consumer spending from US\$20 trillion in 2009 to US\$28 trillion by 2014, global marketplace has been becoming female-dominated (WEConnect International, n.d.). Bickford & Glancy (2010) in the same vein also note that demographic changes infer an increase in women's purchasing power. Considerably, it is estimated that by 2025, women in the UK will own 60% of all personal wealth. These statistics clearly indicate that more economic opportunities can be derived from gender parity at work.

2.3 The impact of women on the industry's workforce

Besides the enormous number of female employees, women's role in the hotel industry is in fact mostly connected with favourable appraisals, which is shown in appendix 2. The results are responses from 46 CEOs and/or corporate HR directors from international hotels and tourism companies for a questionnaire investigating current policy and practice for tourism's gender issues and equality. A majority of respondents agree that the number of women labour employed in the international hotel industry would increase within the next 10 years, which is partly forced by demographic pressure. The presence of women is appraised to strengthen overall workforce's quality and international talent pool to be recruited rather than to create problems in the workforce or cause tension in the workplace. (Baum 2013).

2.4 The impact of women on senior management

Most of male corporate executives and managers argue that women have not made significant progress due to the lack of the required educational backgrounds, skills, and work experiences. Despite mostly performance-based promotion for young men and women, a gender gap remains in the promotion in which women are at a disadvantage (Cobb & Dunlop, cited in Zhong 2006). According to Grant Thornton (2013), the percentage of women occupying senior management role has however globally increased over

the recent years with 20% in 2011, following by 21% in 2012 and 24% in 2013. Additionally, the rising proportion of women employed as CEOs from 9% to 14% is certainly a positive sign.

The shortage of female role models/mentors, the lack of collaboration and teamwork, higher staff turnover as well as outdated work practices and poor decision-making processes are listed among shortcomings caused by the lack of gender diversity on boards. (Equality in Tourism 2013). Several studies have reinforced evident benefits of achieving a more gender-balanced management teams. A correlation is drawn between the representation of women in boardrooms, upper management and business performance indicators, which are usually shareholder value and financial performance (Bickford & Glancy 2010). The companies with most female board members are found to acquire better performance than those with the least female board members, in terms of higher return on equity (ROE), return on sales (ROS) and return on invested capital (ROIS). More remarkably, corporates having three or more women on boards can even outperform the average results of those having fewer women on boards, reflected through financial measures and organizational scale in figure 5, 6 and 7. (Joy et al. 2007, Brown et al. 2002).

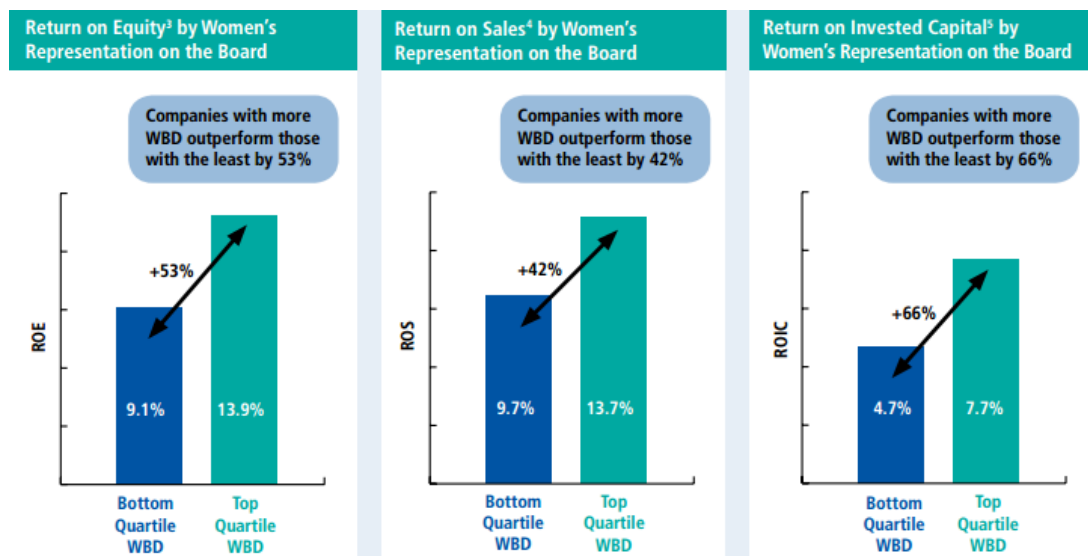


Figure 5: Women Board Directors align with strong performance at Fortune 500 Companies ¹ (Source: Joy et al. 2007)

¹ "An annual list of the 500 largest industrial corporations in the U.S., published by Fortune magazine. The corporations are ranked based on such metrics as revenues, profits, and market value." (InvestorWords 2015) http://www.investorwords.com/2056/Fortune_500.html

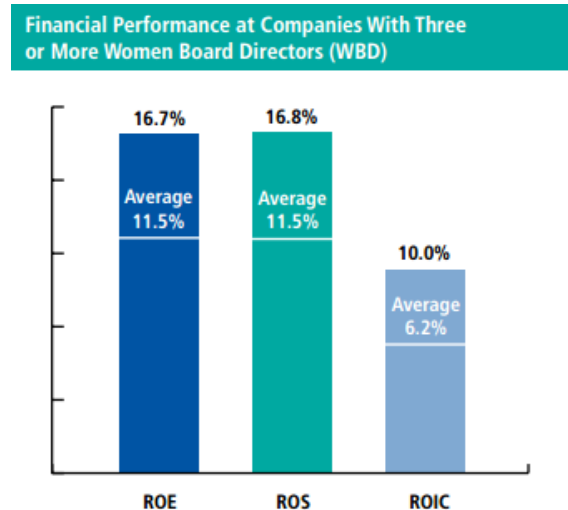


Figure 6: Stronger-than-average results prevail at companies where at least three women serve (Joy et al. 2007)

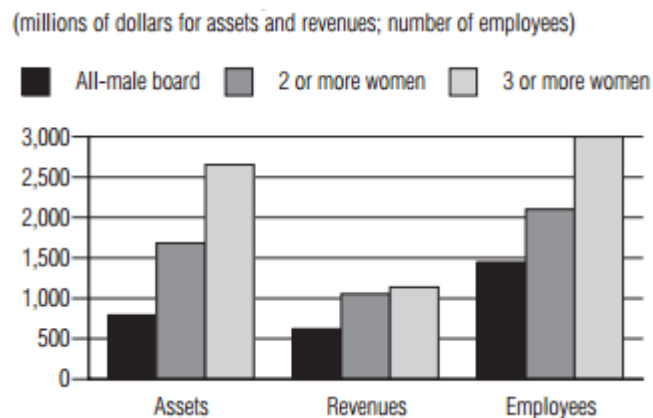


Figure 7: Women on boards and organizational scale (Source: Canadian Directorship Practices 2001 research, Brown et al. 2002)

It is believed that a higher presence of women on boards can improve performance and corporate governance as well as gain access to a wider talent pool and be responsive to the market. “Having at least one female director on the board appears to cut a company’s chances of going bust by about 20 percent. Having two or three female directors lowers the risk even more.” (Davies 2011, cited in Bickford & Glancy 2010 and Equality in Tourism 2013).

To explain for improvements that can be made by women for organizational performance, McKinsey (2013) suggests differences in leadership behaviours between men and women. In appendix 4, among nine behaviours alleged to be commonly implemented by both male and female leaders, women are said to implement five leadership

behaviours more often than men. Appendix 5 exhibits that the first three behaviours, named as “people development”, “expectation and rewards”, “role model”, chiefly facilitates corporation’s capabilities, leadership team, and accountability as well as work environment and values.

In the particular T&T sector, women play a crucial role in the consumer base. Mottiar & Quinn (2004) examined couple dynamic in household tourism decision making. At a glance, the overall results support other research about jointly made decisions regarding holidays. Nevertheless, additional findings withdrawn from scrutinizing several steps within the decision-making process as displayed in appendix 3 portray distinctive male and female roles to an extent in the household decision making concerning holidays. The analysis indicates that women are more likely to initiate holiday discussion as well as collect information for holiday choice, favourably through using travel agents. Women therefore seem to act as the gatekeepers of the holiday information and possess a great impact on buying decisions. These findings align with the afore-mentioned prediction of women’s growing purchasing power. For this reason, male-dominated boards might miss out on opportunities and impede business success because of their failure in representing and considering the majority of their consumer base’s demand in executive decision-making processes (Equality in Tourism 2013).

It is crucial to conceive the gender parity “is not just a gender numbers game”. More significantly, it is a matter of group composition of different backgrounds, experiences, opinions, and capabilities. Thanks to this diversity, the management group will be able to comprehensively reflect on issues while overcoming shortages that often occur in either female or male-dominated system which may lead to poor decisions. (Davies 2011).

3 Barriers preventing women from breaking “glass ceiling” senior positions

As a counterargument against a common belief that women are not as ambitious to become top leaders as men, results from McKinsey’s survey among around 2,200 employees have otherwise proved that women also have high ambition for their career.

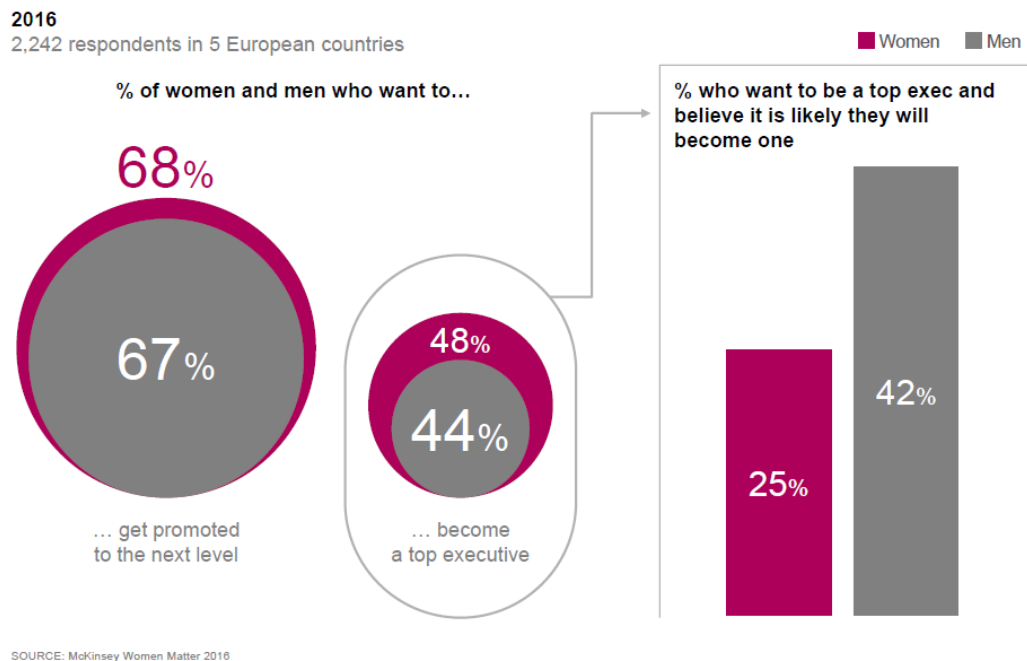


Figure 8: The comparison between men and women’ desire for and confidence to reach top-management position (Source: McKinsey, 2016)

The above figure illustrates a relatively similar level of ambition from both women and men who are interested in being promoted to the next level or becoming a top executive. Significantly, in another McKinsey’s survey in 2013, in consistency with their male counterparts’ responses, 60% of surveyed women even expressed their willingness to sacrifice part of their personal lives to advance to higher positions. Nonetheless, women confront a confidence issue, which is demonstrated through a striking different proportion of women and men who believe they can achieve their goal (McKinsey, 2016). As displayed in figure 8, far fewer women (25%) than men (42%) are confident that they will reach the top. “Here confidence is defined as a perception of one’s chances of success in the current environment, rather than confidence in one’s own qualifications” (McKinsey, 2013). The next sections will give a holistic view of exactly what keeps preventing women in the hospitality from advancing further on their career path.

3.1 *Job segregation within the HCT sector*

Socialisation has resulted in tasks that are alleged conventionally as men's work and women's work. This classification is known as gender segregation. Specifically, gender segregation in occupations refers to the propensity for men and women to be engaged in assorted jobs among the broad scope of occupations. Horizontal segregation and vertical segregation are identified as two type of gender segregation. Horizontal segregation occurs when only one gender dominates the workforce of a certain sector or industry, which can cause an occupation seemingly recognised as a female or male job. For instance, the public usually thinks of a female nurse and a male engineer. Vertical segregation whereas is referred to as "gender pyramid", which implies prevalent limitations of career progression opportunities within an industry for a particular gender, most of the time women. The low percentage of women in executive committees and on boards in some industries, for instance energy, tourism and real estate (figure 3) demonstrate a lower tendency for women to be promoted to senior roles. (Ali 2015; Baum 2013).

In the hospitality industry, it is found from a study conducted in Hong Kong that "Not only is there vertical segregation, there is also horizontal segregation by function according to gender. Female managers are mainly in the functions of "personnel & training" (64.6 per cent) and "conference & banqueting" (68.7 per cent), whilst management posts in the areas of property & security", "food & beverage", and "control & finance" are mostly preserved by men." (Nga & Pine, cited in Baum 2013). Similarly, Baum (2013) also mentions that both horizontal and vertical sex segregation are indicated as the culture of the hospitality industry. While personnel, retail and marketing positions are led by women, the male workforce is concentrated in other occupations involving finance, business development and management that is more prone to the general manager's job (Burke, Koyuncu & Fiksenbaum 2008). This gender composition of the workforce thus explains why males predominate over their female counterparts in upper management level.

Moreover, the T&T sector is to a certain level perceived to possess its own glamour that attracts women to enter the industry's workforce. The public in general attaches the hospitality industry with an image of care, patience, and commodification. This image is usually forthright linked to feminine characteristics, creating a predisposition of placing young women in front-line positions dealing directly with customers. (Baum 2013). These pre-conceived views have led to misconceptions about the female workforce's actual role and ability in this industry.

Additionally, Kanter (1977 cited in Halford & Leonard 2001) emphasises on the difficulty in breaking the gender composition pattern once segregation has been created. To explain the persistence of segregation, Kanter points out the fact that owing to historical factors, the management had been already set as a masculine role by default when women embarked on their career in organisations. Since women are restrained within dead-end jobs rarely offering promotion chances, they have to behave in certain ways to secure their position, whereas men in managerial role behave in other certain ways to reinforce male dominance.

3.2 *Direct discrimination*

3.2.1 Employee layoff

Women are more vulnerable to demand fluctuation that is an inevitable feature incorporated in the HCT sector. Meanwhile, employers prefer retaining the male workforce over the female workforce in less seasonal periods, making women become a dispensable workforce in the industry's non-peak time. (Baum 2013).

Specifically, women are considered as a "reserve army of labour" in Marxist perspective. From this approach, a shortage of male labour enables women to become the productive labour and enter paid jobs. Nevertheless, they are expected to leave formal employment when they are no longer required. Most of the time, women play an essential role in housework and childcare and are viewed as reproductive labour that does not earn monetary compensation. Women are hence devalued and precluded from productive labour force as capitalists' attempt to employ cheapest possible labour, eventually achieve a greater economic advantage. (Ali 2015).

3.2.2 Sexual harassment

Notably, the hotel and restaurant sector is reported to have a high degree of sexual harassment in several forms involving unwanted attention, sexually suggestive comments, and obscene language, etc. Although both men and women might happen to experience sexual harassment, women are more susceptible to the issue. A survey undertaken in 2000 by Worsfold and McCann (2000 cited in Hoel & Einarsen 2003) with 274 British hospitality students from a higher education institution reports that 57% experienced unwanted sexual attention during their supervised work placement. Furthermore, cases of

a female student being harassed by a male colleague, customer, or manager account for 88%. (Hoel & Einarsen, 2003)

Compulsory dress code, evening and night shifts as well as the suggestive physical environment and perceived image of gentle, accommodating employees are certain characteristics embedded in the industry nature. Unfortunately, they accidentally serve as factors that potentially cause the harassment issue. Moreover, exceeding customers' needs and expectations is frequently expressed as the industry's objective. Consequently, the hotel employees are exposed to a high risk of being sexually harassed. (Hoel & Einarsen, 2003). Sexual harassment is therefore one of the reasons causing women to retreat from the industry workforce. Burke et al. (2008) report that women in the tourism sector experience sexual discrimination that affects their salaries and promotion opportunities.

3.2.3 Reluctance to help

"Reluctance to help other people to improve their position in society, by passively or actively declining to assist their efforts, is one way to make sure they remain disadvantaged" (Kyriakidou 2015), therefore a particular form of discrimination. It is stated in Burke et al. (2008) that aside from male clients and customers, male colleagues tend to perceive female managers as "less capable and interact with them in ways that would diminish their abilities and job success". It is also found from a survey of international hotel and tourism companies that technical department, kitchen and corporate boardrooms remain culturally hostile to women. Sadly, the management of these areas of work resists to compromising their attitudes and behaviour to make access easier for female staffs. (Baum 2013).

3.2.4 Gender pay gap

Most recently, a Polish nationalist member of the European Parliament, Mr. Korwin-Mikke debates that "And of course, women must earn less than men because they are weaker, smaller and less intelligent" (BBC News 2017). Although he might face penalties because of this comment, it is appalling to witness how the discrimination towards women is so unfair yet has been embedded in the society to an extent that women's lower income than men is perceived as a casual common sense.

While studying women in tourism employment, UNWTO and UN Women (2011) report on the average income of the women working in hotel and restaurant sector (table 3). Out of 35 countries, women in 27 countries earn less than men, signifying gender pay gap issue.

| Region | Average of earned income for women in the H&R sector in comparison to men's pay * |
|----------------------|---|
| Caribbean | 94.3 |
| Africa | 90.1 |
| Latin America | 88.3 |
| Asia | 86.1 |
| Oceania | N/A |
| Total Average | 87.5 |

* Regional averages are only shown for countries where 10% or more of the countries in the region have data available.

Source: ILO Laborsta Database.

Table 3. Women's average earned income in comparison to men's average earned income in the hotel and restaurant sector, by region (%) (Source: UNWTO and UN Women 2011)

Gender pay gap is a well-known issue in the workplace where the earnings between men and women differ, albeit they complete similar tasks in terms of required skills and values (Ali 2015). The underestimation of women's work has been observed in the general labour market, in which "jobs requiring similar skills, qualifications or experience tend to be poorly paid and undervalued when they are dominated by women rather than by men." For instance, housekeeping is one of the departments that is mainly constituted of women in hotels. With differing physical exertion but an equivalent skills level, room attendants would likely to earn less than male kitchen porters. (Baum 2013). The disparity in wages for men and women in the hospitality industry is even more considerable as men are paid more than women even for the same positions.

In appendix 6, earning disparities favouring male employees are found in most of the occupations in the UK's hospitality industry, except for travel and tour guides as well as conference and exhibition managers. Regarding payment for hotel and accommodation managers, the percentage discrepancies in gross weekly pay in the main job for males and females is remarkable with 16.8%. (Bickford & Glancy 2010). Likewise, Baum (2013) reports the tendency of women earning 20-30% less than men in key managerial roles, where the income is contingent on individual negotiations.

From the human capital approach, it is suggested that pay is proportional to education level. Accordingly, the higher the qualifications, the higher the salary. Women nevertheless are often assumed to possess lesser human capital than men. It is suggested that women's engagement with domestic work due to traditional gendered labour division has caused inferior skills, fewer qualifications and less labour market experience for female workers, in comparison to their male counterparts. However, sociologists criticise the human capital theory since studies have discovered unequal opportunities in labour market between female and male graduates. Regardless of their more or less similar qualifications in the same professions, there exists a career imbalance in term of less earning and less mobility of labour. (Baum 2013, Ali 2015).

Arguably, Kanter (1977 cited in Halford & Leonard 2001) states that provision of opportunities accelerates individual's ambitions and capabilities. Reversely, they perish, hinting why women become unmotivated and disposed towards family concerns. Classifying women as unfit for leadership has further rationalised for women to invest less in leadership training or to be inactive in seeking leadership opportunities (Bohnet 2016). Equating women's shorter time spent in the work life that is caused by family obligations with less career commitment or negligence is unjustified. In opposition, men are said to be more devoted to career solely because of their longer stay in work life, hence employers tend to invest in men's education. Thereafter, men get paid higher because they are considered to obtain more human capital than women. (Baum 2013, Ali 2015).

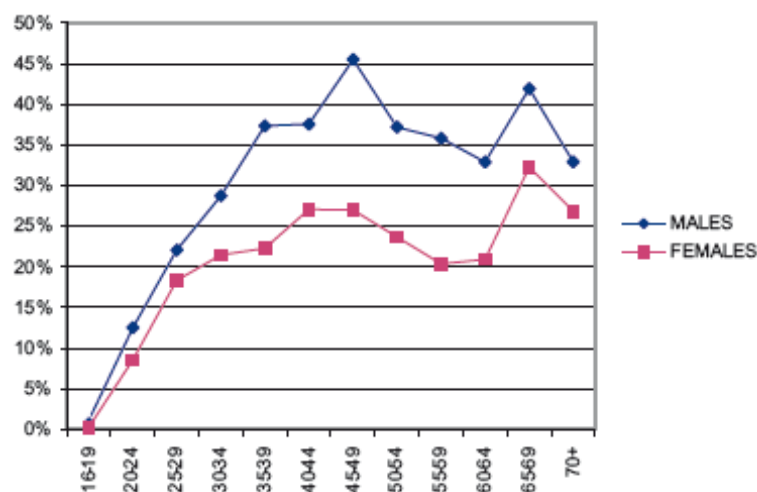
Regarding this gender gap issue, it is relevant to mention maternity leave. From a stance, temporary breaks from the labour force might decline women's human capital, which leads to lower wages on their return after maternity leave (Ali 2015). Results retrieved from a study with university hospitality students imply that because of child-rearing, taking some time off in middle of their career path is foreseeable by women. They nevertheless expect a lower entry salary and also a lower payment at the career peak, compared to men. (Burke et al. 2008). Ali (2015) in a similar vein reports that female workers try to re-enter low paid jobs, which are referred to as "where the evidence of human capital decline is less observable". To minimise punishment for an irregular pattern of work, women resort to low-skilled occupations with greater flexibility.

Understandably, alleged perceptions and long-existing social norms based on unjustified assumptions tremendously provoke women's responses. Unfortunately, this kind of responses accidentally rebound upon them. Their expectation for lower salary can be

misconceived as women's approval of this discrimination, hence be misused by employers to validate the gender pay gap. The reliance on low paid and low skilled jobs can actually create adverse effects to their occupational skills. Their self-restraint on education and opportunities searching locks themselves in a trap. Subsequently, the worst scenario might occur when the prejudices, namely that women are less competent than men or working mums are neglectful, gradually become reasonable and convincing.

3.3 Work-life conflict

While acting as a source of motivation and strength for women, domestic life may also trigger stress and exhaustion. Women are tied with domestic duties irrespective of their marital status and position's seniority. (Halford & Leonard 2001). Nowadays, the dual-earner or two career family model is prevalent. As a result, male or partner bias in decision-making process emerges and usually is placed over female career choices. Their career opportunities are greatly affected by values in family, religion, and also the cultural tradition. (Baum 2013).



Source: Labour Force Survey, 2009

Figure 9: Gender and age across managers and senior positions
(Source: Bickford & Glancy 2010)

Depicted in figure 9, male and female employees share the same pattern for career advancement when they begin their profession, often from 16-25 years old. This pattern starts shifting when fewer women are found in managerial and senior status in the age range of 25-45. The pattern gradually shifts back when the age increases, nevertheless men are still more present than women. (Bickford & Glancy 2010). The most evident

finding from this figure is that the age range of between 25 and 45 is a determining period for pursuing career goals. However, this critical time concurs with another pivotal point in women's personal life, particularly getting married and having children. The lower percentage of women makes it visible that women subsequently have to make a choice of forsaking their career and prioritising their family, at least in a short time. They can return to work and strive for higher positions when their children have become more grown up, reflected through 69% of women in managerial and senior roles not having dependents under 16 years old as reported by Bickford & Glancy (2010).

Both men and women recognise that an "anytime, anywhere" availability is required for a top career. This work mode however insinuates sacrifices in family and personal life that make combining family life with an executive career challenging, especially for women. Although both men and women are affected by the parenting issue (Halford & Leonard 2001), the compatibility for having a top-level career with having children is assessed to be higher for men than for women (figure 10). (McKinsey 2013). Specifically, women in the hospitality industry express their worries concerning a work-life balance since working for long hours is the industry's norm for advancement, geographical mobility is a need for promotion and travelling is an integral component in senior roles (Mooney and Ryan 2009).

Combining parenting with top careers is clearly seen by both genders as more difficult for women

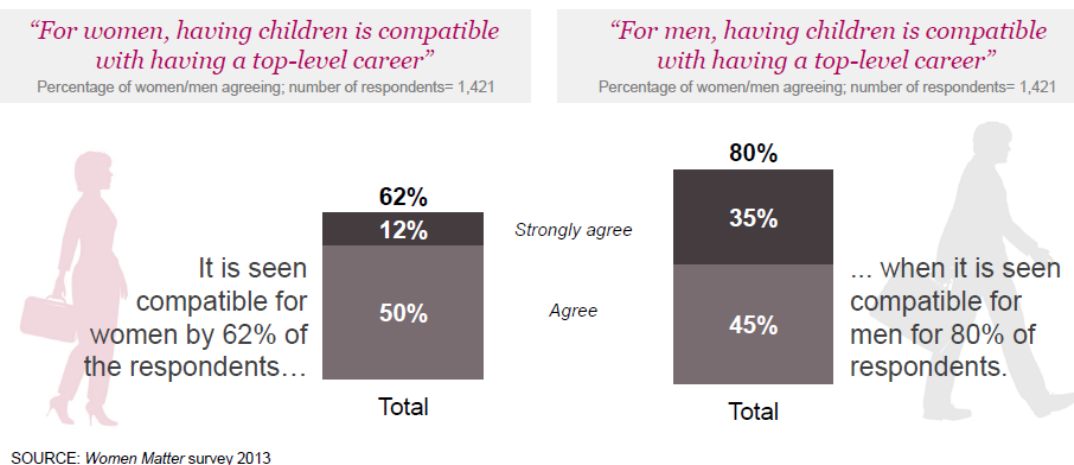


Figure 10: Percentage of women/men agreeing to compatibility for having children with having a top-level career for women/men (Source: McKinsey 2013)

Although child-care plays a huge part in female duties, looking after elders in the family is likewise demanding. It is referred to as “sandwich generation”, implying the difficulties faced by many women in their 30s, who now have to take care of two generations in their households at the same time. These heavy commitments happen most likely due to delayed marriages and an extended life span. People who are not from Asian cultures might propose that hiring domestic helpers and sending the parents to elderly care centres as a recourse. Excluding financial costs to be incurred, this settlement conflicts with Asian societal sanctions, traditional values and virtues. Housemaids can only reduce working women’s burden in chores to a certain extent and females still bear traditional roles. Accordingly, women maintain a major role in each household. Additionally, a strong sense of filial piety in culture might generate guilty feelings for sending the parents to nursing homes. (Li & Leung 2001). In others’ eyes, the behaviour is hard to be accepted and sympathised since it is a norm for all children to take care of their parents. Despite that sending the parents to a place with nurses and healthcare equipment can provide a better living environment for the elders, it appears as if the children abandon their parents, hence is still viewed socially negative.

It is noticeable that in most studies or interviews carried out, it is almost non-existent for individuals to deny that they have encountered the work-family conflict. It can be owed to the fact that the researchers are biased towards this issue, explaining why their questions might have been structured in a way to subconsciously divert the respondents to the acceptance of women’ struggle between domestic duties and career. It can be more objective if personal aspects are taken into account. For example, some females are naturally more family or career oriented. Correspondingly, their decisions to focus on either work or family obligations to them are not perceived as a sacrifice but rather a matter of choice or priority.

Besides that, cultural differences are worth to be paid attention to. Zinyemba (2013) refers to findings of women’s perceptions relating to reconciling work and family life retrieved from a study performed by Thein et al. in 2010. The results illustrate contrasting opinions from American and Chinese women. While forsaking family time for work to American women is considered as a failure to care for the family, to Chinese women it is a self-sacrifice for family’s benefit. It is elaborated that paid work directly affects satisfying a household’s needs. In cultures or societies that material success is preferred, for instance in Hong Kong and Singapore, work therefore is also valued as a family responsibility and “does not in any way conflict with family obligations for women”. This finding

nevertheless clashes with what is found by Lin & Leung (2001). As aforementioned, Singaporean females demonstrate a high pressure in juggling both work and family. It can be explained that back in 2001, the situation was more challenging than recent days since traditional values were much more emphasised. As time has passed and the economy has been developing and changing for over 10 years, attitudes and conceptions towards working women are slowly altered but not yet absolutely reformed. The obstacle of work-family conflict hindering women' career advancement to senior positions in reality still remains regardless of countries and cultures, according to the latest research, for example Baum (2013).

3.4 *Lack of family support*

In the past, patriarchy was used to describe the ultimate power of the father, who was mostly addressed as the family head and preside over other younger men and females in his family. Today's patriarchy is related to structures and systems in which men's power is placed over women's. Accordingly, women are treated as a class which is "legitimately professed" to be less privileged than men. (Ali 2015).

"Radical feminists argue that men benefit from domestic labour as a dominant task completed by women in their families [...] giving advantages to men over women in employment. [...] patriarchy enforces the lower status of women socially and economically." (Ali 2015)

Li & Leung (2001) carried out questionnaires in Singapore with 82 female managers aged 20-39. They are single, mostly work in departments of front office, housekeeping and sales/marketing with an associate degree or higher qualification in addition to 5-15 year experiences in the hotel industry. It is conveyed that there is a shortage of support from the families, making it harder for the respondents to fulfil both work and family commitments. Gaining support and recognition for their career from family, particularly from spouses and mothers in law has been always a tough challenge for Asian female managers. Apart from stress in work, women might even confront bigger pressure from their family. Women in senior positions at work ought to regulate an imbalance between their higher status at working places and lower status at home. When a woman is very successful and respected by other subordinates at work, the husband tends to feel inferior to his wife and is threatened about his status in their household. This situation is salient in a patriarchal society where men are used to holding utmost authorities in families. Likewise, the trend of decreasing marriage rate arises in the US and Latin-American

countries since women have become better educated and more likely to earn more than men. When the wife's income eclipses the husband's, competitive feelings and tension surface within the household. To prevent this scenario, some women stay at lower-status jobs or stay at home (Halford & Leonard 2001). Alternatively, the wife volunteers to do more at home to compensate for working and earning more money. (Bohnet 2016). Consequently, female managers suggest handling their spouses' ego as another future barrier for them.

A significant portion of women's time budget is often seized by unpaid work including elder and child care and other domestics tasks, which impedes them attaining full economic potential. McKinsey (2016) concludes unequal shares of household responsibilities between men and women irrespective of geography as women undertake as three times as much unpaid work as men. If women in Western Europe spend twice as much time as men on unpaid work, women in MENA and Southeast Asia devote a shocking over five times as many hours as men on housework. This disproportionate amount of household chores carried by women apparently portrays that they have not received enough support from their spouses.

On the flip side, it is relevant to question the possibility of women's self-stereotyping process. The Implicit Association Test finding of Banaji & Greenwald (2013 cited in Bohnet 2016) exposes women's automatic gender stereotypes. It astounds female participants even how they instinctively over-associate themselves with the family and men with the career. This finding aligns with results from McKinsey's survey (2016) as summarised in table 4.

| Statement | The percentage of women and men who agree with the statement (%) | |
|--|---|------------|
| | <i>Women</i> | <i>Men</i> |
| Women do all the housework * | 15 | 1 |
| Housework is a woman's responsibility | 13 | 7 |
| A man's job is more demanding than a woman's job | 12 | 6 |
| Women do more housework because they choose to do so | 20 | 45 |

(Note: * 15% of surveyed women claim that they do all the housework, whereas only 1% of surveyed men state that their partner does all the work) (McKinsey, 2016)

Table 4. Comparison of women and men' opinions on household obligations

Some unwelcoming truths can be deduced from this survey's results as followings:

- Women misunderstand that they are exclusively responsible for domestic tasks, albeit the social and traditional conventions have greatly influenced this belief.
- Women trivialise their own career life in comparison with their partner's.
- Men might not fully comprehend how hard housework is as well as how much effort women put into this unpaid work
- Men misinterpret that women choose to do so instead of sympathising that women may have no other choice but are willing to make a sacrifice in exchange for men's success.

Besides that, it is entrenched in many Asian cultures that a fairly equal status, position or education between males and females is a prerequisite for a marriage. Being willing to support their spouses by sacrificing their career, women themselves interpret house-husbands or role reversal as embarrassing and unacceptable, generally in a negative perspective. (Li & Leung 2001). Indeed, these prejudices are induced from societal norms and traditional virtues, females notwithstanding have to overcome the stereotypes first. Otherwise, women are partly accountable for the lack of spouse's support and family's respect for their job due to their own attitudes and misconceptions towards the division of household responsibilities.

In an interview with Maxwell (1997), Jennifer Buhr, Sheraton Grand Hotel's General Manager (GM) in an interview with Maxwell (1997) expresses her gratitude towards her husband. The couple totally reverse their household roles, Jennifer is in charge of finance while her husband takes care of home duties and their 15 year-old son. Likewise, GM for Glasgow Moat House Hotel in the same interview, Jela Stewart, is able to return to her work early after giving birth thanks to her husband being responsible for looking after their newly born son. All four interviewed female General Managers accentuate the importance of being career-motivated and achievement-oriented. These women are highly ambitious from the beginning of their career, for instance placing work over anything else, setting a time limit to reach to the senior role or challenging preconceptions about a female GM. It is undeniable that women's determination and passion in their career is the first reason to convince their family and obtain recognition from others.

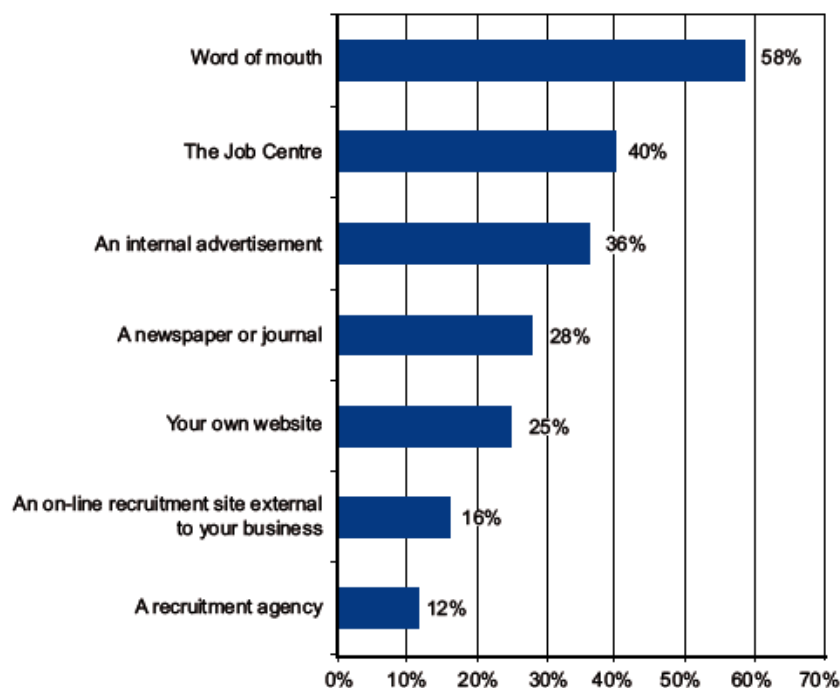
3.5 *Lack of networking and exclusion from communication networks*

In Li & Leung' survey (2001), the respondents mention about the lack of access available to them to enter professional and old boy networks. The inflexible and long working hour restricts women to take part in professional associations' activities. Being excluded from these networks, females miss out on opportunities to socialise with other influential people who might help them develop a better career path. Additionally, in the old boy network, meetings on golf courses or in private clubs for men is not restrained, which nonetheless is not the case for women owing to cultural values. Australia and New Zealand women at different career stages similarly comment on the difficulty for women to enter men's informal networks which are often built around drinking sessions and sports. Women are likely to become vulnerable after a certain time at these events, but it is when most information regarding opportunities within the organisation is possibly shared. (Mooney and Ryan 2009). Being absent from the occasions is thus equivalent to being unaware of job opportunities.

Furthermore, the old boys' network carries significant influence on recruitment and selection processes since it views women in senior positions as a threat for challenging status quo. Because hotel owners are mostly male, male GMs are preferred over female counterparts. (Bickford & Glancy 2010)

“There are more men at senior level to choose from for each job that becomes available. I believe, when men are recruiting, they are more comfortable employing men in senior roles than females.” – said a Women 1st survey respondent (Bickford & Glancy 2010)

Recommendations from managers can strengthen promotion possibilities although promotion is theoretically supposed to be unbiased and based only on required skills. Through informal networks, men gain more advantages because they deem more confident, comfortable in networking and taking advantages of those personal networks. Meanwhile, women appears less confident to establish their personal network or be precluded from informal networks of communication. (Mooney and Ryan 2009; Bickford & Glancy 2010)



Source: People 1st, 2009

Figure 11: Method of advertising hospitality jobs (Source: Bickford & Glancy 2010)

Internal recruitment is a realistic chance for current female staffs in corporations to climb on their career ladder. Figure 11 nonetheless displays drawbacks in recruitment methods of the hospitality industry. The most favourable method “word of mouth” is not as formal as internal advertisements and principally derives from using personal contacts. Similarly, Baum (2013) reaffirms that instead of advertising posts and official written criteria, promotion system in the hotel industry is rather based on referrals and connections. The significance of personal network among the sector is hence an undeniable factor which hinders the career progress of women working in hotels.

3.6 *Lack of visible women as role models*

3.6.1 The scarcity of inspirational women in senior positions

The goodwill from the management, for instance willingness in alternating attitudes and behaviour can open more access to women to advance to senior roles. Regrettably, corporate boardrooms are still described to be a culturally hostile area to women. (Baum 2013). The higher representation of the male members on boards might be attributable to this existing hostility, which seemingly maintains intact unless more women can participate in the boardrooms. The issue consequently remains as a non-ending cycle since a higher female participation is required to interrupt that hostile norm towards women,

yet the current aloofness from the male-dominated management keeps blocking the entrance of the female workforce.

The interviewees in Maxwell's interview (1997) admit that there is a shortage of successful female role models in upper management in the hotel industry. Specifically, they all stress that females around their 30s are torn between choosing family or career. Diane Miller, GM of Glasgow Marriott Hotel recalls that her past group of female GMs was composed of eleven members. Other than one member with her partner and a child and one member with her house-husband and three children, the other nine members were single or divorced. This concurs with the result from interviews carried out within an international hotel group in Australia and New Zealand by Mooney and Ryan (2009), in which most of the women at a more senior level are single and some are lesbian. Therefore, many women in the industry might attribute the family status of their female managers to a negative outcome from holding senior positions. More evidences are required to conclude a cause-effect relationship. However, the slight correlation between these female managers' family sacrifice and prosperous work status generates a psychological impact on their female subordinates that they might not want to make such a sacrifice.

The lack of inspirational female role models leads to the shortage of female mentor for women. Undoubtedly, the pool of available mentors is mainly made up of men. Female mentees are thus can be easily influenced by these men's leadership style.

3.6.2 Masculine versus Feminine management style – a Likeability-Competence trade-off

Studies conducted by Brownell in 1994 and Gregg and Johnson in 1996 indicate that women perceive themselves in unfavourable positions, subsequently assume that putting twice more effort in their job is required to secure their career progression (Burke et al. 2008). Since people are accustomed to the presumption of men as a more powerful sex, female managers are not preferred and often seemed as mean and bossy. Characteristics such as vision, entrepreneurship and confidence are valued for a man but considered as self-promotion and arrogance for a woman. The image of a powerful woman clashes with preconceptions of an "ideal woman", meanwhile many women in upper management adopt male-oriented behaviours to suit "the traditional male style". Especially, in cases where there is only one woman, which is known as a "token" in the management group, the scarcity essence undermines the woman's credibility and forces her

to adopt the majority's opinions. Acting hard and tough in their role, she is labelled as "iron maiden" and potentially encounters rejection from other colleagues. (Kanter 1977 cited in Halford & Leonard 2001; Burke et al. 2008, Bohnet 2016).

Alternatively, some opt to conform to the feminine stereotype, particularly applying expected female gender qualities for instance care, sympathy, and cooperation into their management strategy. "Women tend to be more participative in their decision making compared to men, which is sometimes perceived as a lack of ability to make decisions. – European top executive" (McKinsey 2013). Subsequently, they become more likeable but do not gain adequate respect. Furthermore, they are urged to convince that the feminine management style can still be effective. If they succeed in doing so, they might face resentment from other male peers. Instead, if they fail to demonstrate observable performance, they are evaluated as less competent than men. Indeed, women confront a trade-off between likeability and competence. (Halford & Leonard 2001; Bohnet 2016).

"[...] if you are good, as a woman, you will get on well, but if you are bad, and a woman, you will have a far worse time. Men don't suffer female fools gladly in this business. (McDowell 1995:177)" (Halford & Leonard 2001)

Among successful female hospitality leaders, they share at least these two similar characteristics that can be taken as advice for all women who would like to climb higher on their hotel career ladder. Firstly, they are extremely passionate about their job and enjoy being a part of the industry. Secondly, they all reject the victim card as they know and stay to their "true self", or values in another word.

"I've never bought into the victim mentality—'oh, I'm a woman, I'm gonna have to work harder,' etc. I just focus on the job that needs to be done." – said Yvonne La Penotiere, President, Carlson Hotels Worldwide - The Americas (Sheehan 2006)

"While it's tempting to dismiss the differences between the sexes when it comes to managing a hotel, Racsko insists there is a difference — not better, not worse, just different. "The so-called 'female touch' can be a very positive characteristic for a GM [...] We tend to pay closer attention to detail and can

multi-task better than most men. It's also, I would say, easier for us to convey a contagiously enthusiastic spirit!" " - excerpt from an interview with Catherine Racsko, Sheraton Nha Trang's GM (Hotel News Resource 2011)

"It is simply this: just be yourself. Bring who you are and what you believe into the workplace and recognize that while you are not perfect, and others are not perfect, together we can create many virtually perfect things [...] – Work hard, keep your values strong and intact, and good things will follow." – said Dianna Vaughan, Senior Vice President, DoubleTree by Hilton and Global Head, Curio – A Collection by Hilton (Dunn 2017)

4 How can the problems be solved?

The diagram below (figure 12) displays the unbreakable loop that women encounter. In succinct, economists Milgrom and Roberts (1992 cited in Bohnet 2016) put it as quoted:

"even if the beliefs are completely groundless, no disconfirming evidence ever is generated because women never get a chance to prove the beliefs are wrong. Thus, the baseless beliefs survive, and with them, the unjustified discrimination." (Bohnet 2016)

Indeed, this loop can only be broken if women can prove these preconceptions are invalid. What can organisations, governments and NGOs do to facilitate more chances for women to interrupt the non-ending cycle and overturn these beliefs? The involvement of the whole society is essential since gender inequality is not merely an organisational issue but rather an intense social issue. The correlation between gender parity in society and at work is manifested in appendix 8.

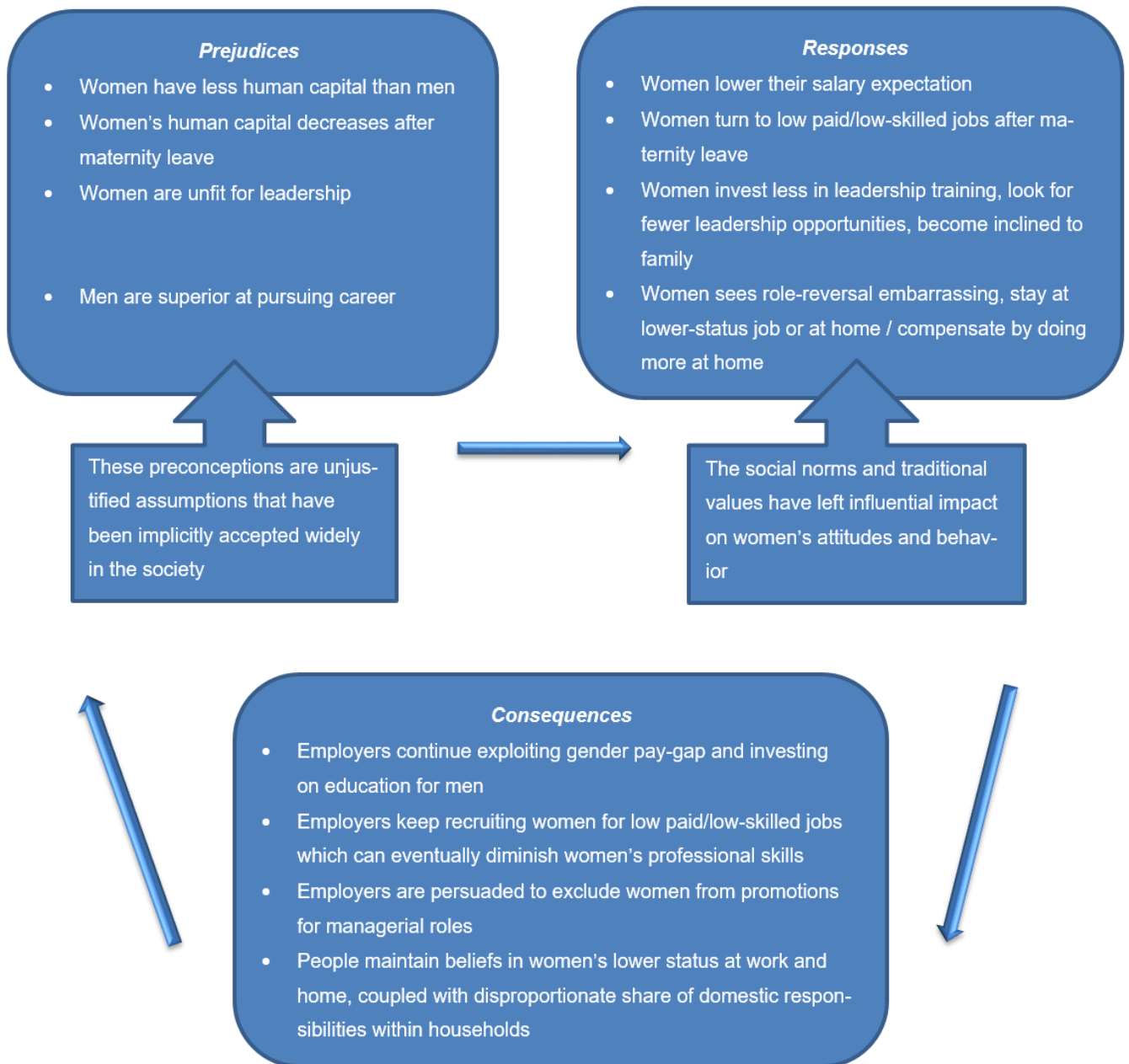


Figure 12. The connection between social prejudices, women' s responses and consequences

4.1 Quotas

Many organisations have set targets and developed strategies to achieve their goals of having a greater percentage of women in senior positions and boardroom. This method deems to generate positive results, such as those shown by renowned large-scale hotel groups in table 5. The exemplary goals and achievements by these industry-leading hotel groups are praiseworthy, considering the long history of women in the hotel sector

being under-represented in senior and top level management. Quotas can be a successful option for increasing gender parity because it magnifies the talent pool and facilitates rapid changes in number. While it is difficult to recommend a particular percentage of female representation on board as each corporate and country is accustomed to different circumstances and interests, Davies (2011) assesses a minimum of 25% is attainable.





| <i>Hotel groups</i> | <i>Targets / Achievements regarding women in senior positions</i> |
|---|--|
|  | <ul style="list-style-type: none"> - In 2015: 27% women as GMs - By end-2017: 35% women as hotel GMs - By end-2016: 20% women in the Executive Committee - By end-2018: 30% women in the Executive Committee (Accor Registration Document And Annual Financial Report 2015) |
|  | <ul style="list-style-type: none"> - Since 2012: minimum 25% female Directors on the Board during short to medium term, - In the end of 2015 <ul style="list-style-type: none"> • 25% of senior managers were female (33 out of the 130) • 50% of Directors on the Board were female (6 out of 12) (IHG Annual Report 2015) |
|  | <ul style="list-style-type: none"> - Since 2014: the number of female GM has increased by 70% - By 2016: 36% of Board of Directors positions are women (Marriott International News Centre 2016) |
|  | <ul style="list-style-type: none"> - By 2017: 20% female Hilton GM in the Asia Pacific region (Hilton Inclusion Report 2015) |

Table 5. Different hotel groups and their corresponding targets / achievements regarding women in senior positions

Legislated quotas with sanctions for non-compliance seem to be most radical as both closure and fines are imposed on companies that cannot meet government's target. Another less radical approach is "comply-or-explain" in which government proposes diversity policies, practices and desired outcomes as a soft default which does not restrict the organisations' autonomy but will be apparently taken into consideration in their decision-making process. The organisations in return either comply with the government's guidance or publicly justify for non-compliance. Usually, they are required to disclose the number of female employees, women in senior roles and on board as well their gender diversity objectives and action plan for meeting the goals. (Equality in Tourism 2013, Bohnet 2016).

Bohnet (2016) mentions that a behaviour adopted by the majority – the herd indicates that the behaviour is appropriate and normal. Taking advantage of the herding behaviour effect, a new norm can arise through explicit rankings or social comparisons of a country or company's performance relating to gender equality. Several organisations have been keen on producing this type of report to measure and promote gender equality are the World Bank, the OECD, the UN Women, etc. To shape or reshape norms, governments should establish more detailed gender parity laws and regulations as an official source for people to refer to when evaluating whether a certain behaviour is socially approved.

In retrospect, quotas are not always supported and viewed as fair. In specific, one may be promoted for the sake of filling in the quotas rather than based on qualification criteria. It is wise for an organisation to identify what truly causes its shortage of women in senior leadership. If there are not enough qualified women for senior management because of a leaking talent pipeline issue, quotas might threaten the organisation's performance since available candidates will not be able to contribute needed skills. In contrast, if qualified women are available but are deterred from upper management only due to stereotypes then quotas can be beneficial. Similarly, although disclosure requirement, rankings and comparisons act as a drive for improving gender equality but can also evoke manipulation to preserve image and reputation. (Bohnet 2016). Furthermore, the organisations may conform to laws just to avoid fines or violate regulations if penalties are insignificant.

To be fair, quotas are described by Bohnet (2016) to induce changes through behavioural channels albeit they are not behavioural interventions. Despite the possibility of manipulation, reluctant compliance or persistent non-compliance, optimistic results containing increased transparency, greater talent pool, quick changes are worth for quotas to be adopted as a solution.

4.2 Education and Training programs

From a study conducted by Zhong (2006) with 150 undergraduate and graduate students, 100 educators and 100 recruiters associated with the hospitality industry, education appears as a key to problems. Based on the respondent's suggestions, different training programs can be developed and implemented as outlined in table 6 to stimulate a greater female representation in the senior management of the hospitality industry. Hospitality educators, hotel training department and NGOs may partner with each other to design training programs with adjustments accordingly to be delivered to not only hotel

employees at different career stage but also hospitality students. It is logical to let future hoteliers understand, face the realities of the industry and be prepared prior to their actual career path.

| <i>Program</i> | <i>Details</i> | <i>Purpose</i> |
|------------------------|---|--|
| Leadership training | <ul style="list-style-type: none"> - For both men and women: <ul style="list-style-type: none"> • Study real-world cases where the correlation between corporate's performance and diverse management group is evident. • Explore strengths and weaknesses of both masculine and feminine management style. • Educate men about qualities of women as leaders. • Encourage, assign women to role play leaders. • Include both male and female trainers/guest speakers. | <ul style="list-style-type: none"> - Increase people's awareness on the necessity of diversity in management. - Provide opportunities for people to learn, understand and therefore appreciate diverse individual qualities, embrace different management styles. - Help men, who are more likely to see themselves and other male peers occupying a higher status in work and in society to get used to the concept and image of female leaders while making women exposed to managerial experience. - Introduce more male role models who support women as well as inspirational female role models to both men and women. |
| | <ul style="list-style-type: none"> - For women only: <ul style="list-style-type: none"> • Focus on improving required leadership skills that often found less in women such as tough/strategic decision making, negotiation, network. | <ul style="list-style-type: none"> - Assist women in recognising their individual capabilities and reflecting on their weaknesses. - Provide suggestions to improve their shortcomings and develop their strengths further, hence boost up women's confidence in becoming leaders. |
| Mental health training | <ul style="list-style-type: none"> - Designed specifically for women: <ul style="list-style-type: none"> • Discuss opportunities and constraints in the industry. • Persuade women to share about challenges that they confront. • Invite remarkable female leaders to share their industry insight, for instance how to cope with sexual harassment, how to balance job and family life, how to join male-dominated network etc. • Emphasise on rejecting victim cards. | <ul style="list-style-type: none"> - Allow women to release stress to people who share mutual feelings and opinions with them. - Provide sympathy and strategies to cope with difficulties that they confront. - Get them inspired with more female role models to break their potential psychological barriers, reform beliefs regarding their rights, competencies and status, subsequently help them gain stronger mentality. - Ensure that they do not perceive themselves as victims so that people will stop saying that obstacles faced by women are only excuses and purely psychological. |

Table 6. Training programs

Imitating agenda in men's managerial style is indeed an approach. On another hand, it is essential to be aware that women possess their own instinctive and individual

strengths. Attempts in fitting in the tradition style conducted by men potentially accommodate women in dealing and establishing networks with other male subordinates, colleagues and partners but simultaneously may sabotage the distinctive feminine asset that differentiates women's managerial style from that of men. Achieving a balance in both female and male good traits is obviously an ideal combination which is not easy to be acquired. A strategy of blending those traits may become counterproductive. Flaws remain in male management albeit they dominate the senior positions in this sector. Women therefore can also take advantage of their superior qualities to prove their peculiar skills. The downsides in female management style should certainly not be neglected but rather be focused on to ameliorate. Noteworthy, Halford & Leonard (2001) reminds that in this women-centred perspective, female differences should be appreciated and celebrated in a careful manner. Overdoing it will make feminine values attributed to an ideology of female management and accidentally tie women with female stereotypical behaviour.

Surprisingly, several sources have disclosed that training aimed at raising awareness about diversity are ineffective and can backfire. Admittedly, these programs unintentionally accentuate differences and revive automatic stereotypes. Facing a dilemma, gender inequality might remain unnoticeable and unsolved without the courses. To avoid those unconscious biases, neutral gender interventions can be involved to steer people's focus away from social categories. Not all men carry more masculine traits and neither all women possess more feminine traits. Conversely, many people have a blended set comprising of both masculine and feminine features. (Bohnet 2016, Halford & Leonard 2001). Curiously, why do we persist in the dichotomy of the valued versus unvalued leadership qualities or the masculine versus feminine traits? Separating what are male or female stereotypical is not always necessary and effective. Alternatively, the training should concentrate on acknowledging a wide range of qualities, characteristics and skills which are integrated into and advantageous to different leadership styles regardless of gender.

All-female groups are said to urge women more comfortably admit faults as well as identify their deficiencies, accordingly gender-specific courses are extremely useful in targeting women's personal development. Inevitably, they also gather controversy since people can mistake the training for a confirmation that women are inadequate in leadership and women are drawing barriers by themselves. Simultaneously, women might be seen to receive favourable treatment that will escalate tension and alienation between male and female colleagues. (Halford & Leonard 2001). This explains why leadership training

for both genders as proposed in table 6 should be available. While mental health training is suggested for female staffs, male staffs should not be ignored. Surveys can be conducted to identify men's issues in the hotel sector too. The reason that relative men-only courses have not yet been designed is owed to the fact that men are not facing same barriers and discrimination as women.

Undeniably, leading hospitality players have been keen on investing in training such as Accor's "Managing Diversity" e-learning module and High Performing Leaders Program for Women in Leadership, Marriott's Emerging Leader Program, Hilton's Women's Leadership Program and Hilton University – an internal diversity and inclusion learning platform. While Accor's 12-month program launched in May 2015 by AccorHotels Académie in the Asia-Pacific region assists 24 women in middle-level management to move up to higher positions, Marriott's program created in 2013 accelerates up to 50% promotion opportunities for women. (AccorHotels 2017, Marriott International News Centre 2017 & Hilton Newsroom 2014, Hilton Inclusion Report 2015). Although it is not absolute to predict a causal relationship between training and a greater female representation in upper management level, the power of education cannot be underestimated as indicated from these statistical outcomes. When the existing training programs have not generated desired results and even gathered controversy around them, attention should be diverted to course design.

4.3 Networks and Mentorship

The shortage of networking and mentoring is another critical factor that has blocked women further from the top hierarchy. This explains why large-scale hotel groups that have been actively promoting gender parity are especially engaged with creating networking platforms, channels and mentoring programmes for their female employees both at hotel operations and corporate offices. Previous training programmes generally highlight raising gender diversity awareness, teaching essential leadership skills and attaining a stronger mentality. Networking and mentoring programmes integrate these key elements from the trainings and spread further towards driving more support, knowledge and experience sharing, connection formation. Parties involved widely range from all employees, expectedly more women in numerous HCT enterprises to hospitality and other industries experts, successful female leaders.




| Hotel groups | Network |
|---|--|
|  | <ul style="list-style-type: none"> - Women at Accor Generation (WAAG): internal networking programme with 4200 members worldwide <ul style="list-style-type: none"> • Internal awareness actions to counteract gender bias. • Enable greater sharing of experience through “EmpoWer Hours” webinars with speeches tackling relevant career issues delivered by guest speakers. • Career planning support, face-to-face forum led by Accor’s successful senior female leaders. • Mentoring programme to match male/female mentors who can share advices and coach specific skills for female mentees; 139 mentor-mentee pairs were formed in 2015 • Connect to other local female professional networks. • Strive for 35% male members of WAAG by end-2017. <p>(Baum & Cheung 2015, Accor Registration Document And Annual Financial Report 2015, AccorHotels 2017)</p> |
|  | <ul style="list-style-type: none"> - RISE: internal networking programme <ul style="list-style-type: none"> • Mentoring programme in which a female GM provides support and guidance for a RISE member • Sponsorship in which a “champion of change” male senior leader offers career advices to RISE participants in exchange for “reverse mentoring” from them on gender equality support in operations • Face-to-face career planning support session with IHG’s Learning and Development team - Partnership with Lean In Circles (appendix 7): a community of over 900 NGOs and corporates that join LeanIn.Org’s interest in gender equality and women empowerment; Lean In programs focus on supporting their partners combat sexist stereotypes and developing critical skills for women to achieve their ambitions (LeanIn.org 2017). <ul style="list-style-type: none"> • IHG sets up its own circle on Lean In for its female employees. • RISE members are asked for input and feedback on IHG’s “Diversity and Inclusion” forum to guarantee training programs are effective and participative. <p>(IHG News Releases 2017)</p> |
|  | <ul style="list-style-type: none"> - Executive Committee Diversity Networking Program: all Executive Committee members become mentors, women comprise over 75% of the program’s mentees. - Women's Team Member Resource Groups: women volunteer in company-initiated groups’ collaboration in networking and mentoring. <p>(Hilton News Room 2014)</p> |

Table 7. Different hotel groups and their networking programmes

Holding conference is another wonderful chance for networking. For instance, Hilton’s “Women in Hospitality and Tourism in Asia” conference in 2014 or Marriott’s annual Asia Pacific Women in Leadership Conference are valuable events for sharing knowledge, experiences, inspiring each other, challenging thinking and celebrating opportunities for

the Asian female hospitality workforce. In collaboration with other associations which share mutual goals towards gender diversity, these conferences attract and gather numerous attendants including industry employees and executives as well as civil society organisations and policy influencers. (Hilton News Room 2014, Marriott International News Centre, 2016).

Very importantly, “men matter in driving gender diversity” is unanimously agreed across industries by male top CEOs including Marriott CEO Arne Sorenson. (Mercer News Room 2016). Men’s role in efforts towards gender diversity is conspicuously reflected through the attendance of Marriott’s leading men in its annual conference, the objective of having 35% men in Accor’s WAAG and the participation of male senior leaders in IHG’s RISE sponsorship. Whilst some successful female leaders have received inspiration and consultation from female leaders, others get support from their male bosses. These men put emphasis on an individual’s capabilities instead of gender matter and are encouraging, considerate towards women and their issues (Sheehan 2006).

4.4 Recruitment, Performance Appraisal and Promotion Criteria

Not very explicit, employers notwithstanding tend to express their preferred sex in job advertisements through subtle cues including wording and images. The usage of words and photos associated with prevailing sex role convention infers effects in applicants’ perception of the jobs. For example, masculine-stereotypic words such as competitive, ambitious, assertive, individualistic and feminine-stereotypic words like supportive, understanding, compassionate, interpersonal are deliberately used in job advertisements for male-dominated and female-dominated occupations respectively. (Bohnet 2016). Similarly, the ads can also show images of either men or women to represent a male dominated profession, for example Finance, Food & Beverage manager in opposition to a female-dominated profession, for instance Human resources, Reception. Considerably, women can be blamed for their lack of confidence when scrutinising and critically assessing requirements in the ads before applying, whereas men are more likely to uphold a “can-do” and “give it a try” mentality even if they are unsure of the outcome (Bickford & Glancy 2010). However, Bohnet (2016) proposes that it is not “a matter of perceived competence to succeed at the job” but is rather a sense of belonging. Women do not find attracted to presumed male-dominated occupations because they do not feel belonged and welcomed. Therefore, it is recommended to use inclusive language to create gender-neutral job advertisements which ultimately expands potential talent pool.

Aside from job descriptions, a field experiment among 2500 job seekers has indicated that when it is ambiguous whether wages are negotiable, males have higher tendency to negotiate than their female counterparts. This can again be linked to above-mentioned men's can-do attitude. Other experiments on another hand show that managers do not take a pay increase request positively, especially when it is from a female employee while males are hardly penalised for the same action. As stated before, although when salary level depends on individual negotiation, female managers nevertheless earn less than their male peers. To narrow the gender pay gap and encourage women to confidently promote themselves to recruiters, it is sensible to remove ambiguity and instead initiate wage negotiation in the job ads. (Bohnet 2016).

Norton et al (2004 cited in Bohnet 2016) notice how people justify their decisions based on biased social categories. In experiments where they are asked to evaluate two candidates for a male stereotypical job, the evaluators choose to use information selectively to serve their preference for the male candidate. Specifically, if the female candidate has a better educational background and less experience, the experience is stressed. In tandem, if the female candidate has less education but more experience, the education is highlighted. The importance of each criterion is shifted back and forth corresponding to the evaluators' own will, which will definitely not enable recruitment process to be fair. To attract the right talent, it might be smart to predetermine the priority of each requirement along with anonymizing applications. Demographic information enclosing gender, age and nationality can be removed from electronic job applications. This is also the strategy implemented by Accor on its job website to guarantee more equal opportunity. (AccorHotels 2016). Although anonymous resume alone is not enough to ensure fairness during the whole recruitment process, it can at least eliminate unconscious bias in application assessment round. The same principle is applicable for promotions.

Considering performance appraisal, giving feedback is a crucial process to develop employees' individual skills and improve organisation's performance. For those who are competition-disinclined, risk-averse and underconfident, performance feedback clarifies their worries. Whilst, information about relative performance allows overconfident people to re-evaluate themselves. Various experiments have manifested that more accurate self-assessment derived from feedback can direct competent women closer to competitive environments. (Bohnet 2016). Hence, eliminating biases and indicators unrelated to one's performance is mandatory for a reliable and candid appraisal. As explained in the

“Gender pay gap” section, the managers often automatically assume women to be negligent based on their fewer hours spent at workplace and career break due to family obligations and maternity leave. If the number of weekly working hours or the consistency of experiences in years is taken as indicators, women would be placed at a disadvantage. Hoobler et al. (2011) claim that since longer working hours do not guarantee a higher productivity, it is reasonable for performance appraisals and promotion decisions to be based on work productivity only. An internal rationale for promotion decisions is proposed to formalise and standardise selection processes.

Additionally, Bohnet (2016) identifies a propensity of giving lower performance evaluations for women in groups where they make up less than 20% of the group. It has been found that the score on performance evaluations then rises proportionally with a greater female presence within the group. Recognising the existence of highly gender-segregated departments in the hotel industry, this behaviour tendency must be interfered. Baum (2013) recommends HCT enterprises to actively promote careers and opportunities for men in traditionally female-dominated areas such as Housekeeping or Human Resources, and similarly for women in traditionally male-dominated areas for example Kitchen, Finance. This intervention will mitigate occupational segregation in hotels and slowly raise the female presence in non-traditional areas. Eventually, it may stimulate people to evaluate women more objectively and erase their preconception of conventional female roles in the workplace and the society.

4.5 *Flexible working arrangements*

In order to strive for better talent retention, hotels are required to develop policies that respond to their employees’ work-life balance, especially women. Various forms of flexible working routines have been established responding to increasing employee’s work-life balance need in all industries. Since some industries’ nature are vastly distinct from others’, a suitable flexible work schedule in an industry might not be applicable to another one. From possible flexible working arrangements listed by Totaljobs Group Ltd (2017) and New Zealand’s Government & Department of Labour (n.d.), table 8 will outline several options which are specifically pertinent to the HCT sector. Notably, job sharing, job rotation or shift working and shift swapping are rather traditional work routines that have always been implemented by hotel staffs owing to the hospitality industry’s fast-paced and 24/7 basis nature. As a result, options explained below are those that have not been

adopted frequently yet are worth to be considered more often by hotels for future application.

| <i>Flexible working arrangement option</i> | <i>Explanation</i> |
|---|---|
| Staggered hours | Different start, break and finish times within limits, most likely staggered every 15 to 30 minutes. Employees can negotiate within their team to fix a suitable time for each member. Once this time slot is fixed, it remains unchanged though. This strategy can help cover longer opening hours can ensure restaurants or bars to be fully staffed in busy time respectively at mealtime (breakfast/lunch/dinner) or at nights. |
| Compressed hours | A total of agreed weekly working hours is allowed to be completed over a shorter time period, reducing the number of working days per week. This option is fairly suitable for hotel workers due to hotels' 24/7 operation. |
| Annual hours | A total of agreed yearly working hours instead of a weekly basis. The system accommodates working times with seasonal periods and enables hotel staffs with more flexibility in non-peak seasons. |
| Time off in lieu / Time banking | As hotels often face staff shortage in peak seasons, causing many employees have to cover their peers' shifts, they might lack day-off. Extra hours worked are compensated for by paid time-off instead of overtime pay through an agreement between employers and employees. |
| Working from home | A full-time or part-time work that can be based at home. |

Table 8. Flexible working arrangements for employees in HCT sector

Quite similarly to the "Time banking" option, a "sick bank" is established at Choice Hotels International. Simply, those who have not used up their time-off can donate unused time to the "bank" to be utilised by those who have run out of their sick leave (Li & Leung 2001). Especially, working from home has received positive results and analysis from studies. Compared to working at office exclusively, working from home may add up to 7 working hours per week. Moreover, telecommuting is observed to leave optimistic influences on work productivity, job satisfaction and employee turnover. (Syed 2015). Hilton is an exemplary pioneer in hiring people to work from home, starting from 2008. The remote working positions are Reservations and Customer Care agents who are fully equipped with necessary tools and resources thanks to advanced technology. In particular, these home-based staffs acquire an utmost control over balancing their work-family life since they can customise their own work schedules online around a 24/7 clock. Virtual training courses, personalised scorecard and performance metrics are all accessible from the agents' desktops to help them develop knowledge and monitor own work productivity. To strengthen communication between the at-home agents both online and

offline, chat rooms and social activities are available. Above all, 1-to-1 monthly evaluation with management and other team meetings are also virtually conducted.

“They can decide, ‘I want to work these 3 ^{1/2} hours, and then I want to take off and see my daughter’s soccer game, and then I’ll come back and work another 2 hours,’ and they can change it all up every day of the week if they want to,” said Russ Olivier, Hilton senior vice president (Santorelli, n.d.)

Other than flexibility in work schedule, flexibility in work mobility is equivalently imperative. Intercontinental Hotel Group (IHG)’s initiative named as “Best Offer from Hometown”, which particularly aims at assisting Chinese female staffs to combat work-life conflict, won the Best Talent Pipelining award in 2015. It is widely interpreted within the hospitality industry that mobility extremely expedites career progression, IHG China similarly recognises the essentiality of mobility for meeting talent needs. Significantly, more than 50% of all IHG China employees are non-local, in comparison with only 29% of IHG worldwide non-local employees. (IHG 2017, Baum & Cheung 2015). More specifically, when IHG started entering the Chinese market, the hotel group attracted many talents from smaller regions thanks to the opening of numerous hotels in populated cities. The situation is however turned around now when experienced talents are in need for newly opened IHG hotels in smaller cities. (Irene 2014).

Acknowledging that supporting ageing parents induces tremendous pressure on employees because of the one child family policy, “Best Offer from Hometown” program is launched in response to Chinese cultural, demographic realities and made available to all employees. Baum & Cheung (2015) detail 4 talent groups, categorised as in below table.

| Talent group | Status |
|---------------------|---|
| Mobile Aspirers | Those who are willing to be far from home to gain required experience for promotion from working in budget hotels |
| Mobile Achievers | Those who are way from home, have been promoted and appointed for senior roles in prestigious properties |
| Home Town Starters | Those who are locally recruited to work at budget hotels OR /those who have returned to hometown for family reasons |
| Home Town Settlers | Those who have returned home with needed experience and assigned to local prestigious properties |

Table 9. Talent categorisation within IHG's "Best Offer from Hometown" program

Reportedly, 80% of IHG China current employees have expressed their wish to be back home within about one to five years, which proves this "hometown strategy" has been long desired. The project foremost provides suitable opportunities for each talent group, either leaving hometown on their own will to challenge themselves, obtaining necessary skills and seeking for promotion or returning home with their accumulated experience after their long absence from family. In fact, there are experienced talents who have contemplated returning to their hometown but hesitated due to unfavourable salary back home. IHG indeed steps up its game by helping people with rich experience make another career breakthrough and still earn the favourable salary as in big cities while returning home. Obviously, women in managerial positions receive most advantages from the program. Since the program motivates IHG staffs and nurtures their loyalty, the IHG also benefits from easier and cheaper increased retention. (Irene 2014, Baum & Cheung 2015).

4.6 Other retention incentives

Not only subjected to women, in most of the cases female workers unfortunately are victims of sexual harassment by not only guests but also other male colleagues. To ensure a better security at the workplace, Baum (2013) recommends employers and trade unions to undertake a joint policy against sexual harassment committed by either guests or employees. The policy must be visible and applied in hospitality workplaces, explicitly recognising that those inappropriate behaviours are major discrimination against women as well as educating serious consequences incurred to both sexual harassment victims and culprits.

Besides that, as discussed previously, performance appraisal should be based on work productivity than working hour indicator, Bohnet (20016) reasonably emphasises on paying for performance instead of face time. More importantly, the gender pay gap in hospitality industry must be remedied. By signing the White House's Equal Pay Pledge in August 2016, Hilton has been the only hospitality representative among other leading businesses in the US to commit to equal pay (Hilton Newsroom, 2016).

In addition to equity in pay practices, the HCT employers are expected to offer more family-friendly policy. Supporting female staffs to return to work after maternity leave is one objective integrated into Mantra's Women in Management programme (Baum & Cheung 2015). Remarkably, it is disputed that childcare provision may increase the likelihood of female staffs to stay loyal to their organisation. Unfortunately, it is challenging to justify this argument in financial terms to the owner. Especially, understanding that the same principle can apply to other male employees who have children, the argument point is subjugated. (Baum 2013). However, supporting women does not mean offering them favourable treatment but rather establishing inclusive environment as well as generating equal shares of responsibilities and opportunities between the genders. Accordingly, if childcare provision can help both male and female employees reduce their work distraction and increase their chances in remaining in the workforce, then all parties including employers gain benefits.

Differing from a mainly office-based environment in some technology companies such as Google and Cisco, the hotel surroundings crowded with staffs and guests deem unfit for establishing an on-site child care centres. Alternatively, near-site centres can be located near to hotel properties to help reduce their employees' travel cost and gain closer access to their kids in case of emergencies (CAPSLO Child Care Resource, n.d.). Learning from Intel which is another big technology corporation, the hospitality employers do not necessarily own these childcare centres but partner with several local addresses instead. Admission priority and backup daycare slots (in cases where regular care arrangements through another childcare centre or a nanny, a babysitter are unavailable) are offered to hotel employees in exchange for hotels' funding and support for the local centres. (Alsever, 2013). It would also be smoother if these local centres provide customised opening hours corresponding to hotel staffs' non-administrative office working hours. Although it is impossible to coordinate with all different hotel's shifts on a 24/7 basis, extra opening hours for example 6 am – 8 pm instead of regular 8 am – 5 pm can already support many parents working in the HCT sector.

Finally, award serves as a very effective motivational resource. UNWTO and UN Women (2011) suggest developing annual award for leading women as well as for hospitality organisations that have actively provided a woman-friendly work environment to advance their female employees, for instance “The Shine Awards” with multiple categories (appendix 9). These awards will not only further motivate winners but also increase recognition for outstanding women within the industry and the society.

5 Conclusion

The HCT sector has clearly played a significant role in world GDP and even outstrips other industries’ performance in most recent years. Because of its constant growth, the hospitality industry is highly expected to generate much more wealth and job opportunities globally. Contributing to the hotel sector’s success, women make up more than 50% of the industry’s international workforce. They nevertheless are extremely under-represented at top management level whilst over-represented at lower positions. Although a shortage of female presence in managerial roles and on board is a common phenomenon across industries, a high number of female employment in the HCT sector statistically suggest a corresponding higher female representation in top management. Since realities appear otherwise, it is relevant to explore factors that have hindered women from advancing further in their hospitality career.

Based on studies and surveys, female hospitality employees have expressed to encounter discriminatory attitude and behaviour. The discrimination originates from the preconceived sex stereotypes indicating conventional gender roles that are deeply ingrained in cultures and societies. Instead of evaluation based on true capabilities and relative performance, women most of the cases are bypassed for senior promotions only because of beliefs that they are women who are less competent than men and not suited for leadership. Other than direct discrimination such as gender pay gap, the higher vulnerability in employee layoff and sexual harassment, women working in hotels also confront the work-life conflict, the old-boy network, the lack of family support and networking channels. While sharing some mutual challenges with women working in other sectors, certain features encompassed in the hospitality industry nature, for example 24/7 operation, evening and night shifts, required mobility for promotion have made these challenges strenuous.

Considerably, the stereotypes and prejudices entrenched in social norms and sanctions have even caused many women to start self-stereotyping. As a consequence, they subconsciously possess preconceptions and socially expected behaviours which unfortunately reinforces preconceived beliefs, hence backfires on them. This cycle will continue if no action is taken to help unleash women's full potential. Since women have proved to have a positive impact on the industry workforce and on the senior management, what have and could be done to improve the gender diversity in hotel's senior and top management level? The proposed solutions contain implementing quotas and flexible working arrangements, offering suitable education and training, providing more intensive networks and mentorship. In addition, recruitment, performance appraisal and promotion criteria are asked to be more transparent and internally standardised. Besides that, equal gender pay, childcare provision and a more physically secured workplace are considered to cater qualified female talent to pursue senior roles. Lastly, developing awards and increasing recognition for women and female-friendly organisations in the HCT sector are highly recommended.

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Appendix 1: Countries or areas from smallest to highest share of women in tourism employment, 2008 (numbers and percentage) (Baum 2013)

| Country or area | Total | Women | % | Country or area | Total | Women | % |
|--------------------------------|-----------|-----------|------|----------------------|-----------|-----------|------|
| Saudi Arabia | 252 206 | 3 682 | 1.5 | Spain | 1 452 569 | 812 060 | 55.9 |
| Egypt | 462 000 | 11 000 | 2.4 | Sweden | 148 000 | 83 000 | 56.1 |
| Iraq | 62 621 | 2 272 | 3.6 | Switzerland | 257 000 | 146 000 | 56.8 |
| Occupied Palestinian Territory | 19 599 | 851 | 4.3 | Germany | 1 459 000 | 844 000 | 57.8 |
| Iran, Islamic Republic of | 211 000 | 17 000 | 8.1 | Ireland | 128 600 | 74 700 | 58.1 |
| United Arab Emirates | 72 459 | 8 605 | 11.9 | Costa Rica | 100 309 | 58 573 | 58.4 |
| Turkey | 998 000 | 148 000 | 14.8 | Mexico | 2 836 735 | 1 659 300 | 58.5 |
| Macedonia, FYR | 19 117 | 6 373 | 33.3 | Japan | 3 340 000 | 1 980 000 | 59.3 |
| Mauritius | 37 100 | 12 500 | 33.7 | Canada | 1 073 500 | 640 400 | 59.7 |
| Malta | 13 260 | 5 348 | 40.3 | Bahamas | 27 225 | 16 250 | 59.7 |
| Israel | 129 924 | 54 749 | 42.1 | Antigua and Barbuda | 5 783 | 3 455 | 59.7 |
| Greece | 325 465 | 149 361 | 45.9 | Portugal | 319 400 | 191 400 | 59.9 |
| Serbia | 83 866 | 39 243 | 46.8 | Slovakia | 107 600 | 64 600 | 60 |
| France | 870 500 | 413 800 | 47.5 | New Zealand | 101 000 | 60 700 | 60.1 |
| Malaysia | 783 600 | 380 200 | 48.5 | Panama | 70 800 | 43 100 | 60.9 |
| Belgium | 141 948 | 69 554 | 49 | Slovenia | 41 000 | 25 000 | 61 |
| Azerbaijan | 23 400 | 11 700 | 50 | San Marino | 218 | 133 | 61 |
| Italy | 1 179 431 | 593 453 | 50.3 | Saint Helena | 36 | 23 | 63.9 |
| China, Macau | 41 300 | 20 800 | 50.4 | Bulgaria | 168 800 | 108 300 | 64.2 |
| Cayman Islands | 4 300 | 2 192 | 51 | Austria | 251 086 | 161 603 | 64.4 |
| Cyprus | 25 739 | 13 253 | 51.5 | Thailand | 2 353 200 | 1 530 400 | 65 |
| Netherlands | 337 000 | 178 000 | 52.8 | Romania | 154 200 | 100 600 | 65.2 |
| Croatia | 89 100 | 47 100 | 52.9 | Mongolia | 34 500 | 22 616 | 65.6 |
| Denmark | 81 988 | 43 409 | 52.9 | Norway | 68 000 | 45 000 | 66.2 |
| United States | 9 795 000 | 5 203 000 | 53.1 | Korea, Republic of | 2 044 000 | 1 396 000 | 68.3 |
| Armenia | 12 400 | 6 600 | 53.2 | Poland | 307 000 | 210 000 | 68.4 |
| United Kingdom | 1 283 000 | 688 000 | 53.6 | Kazakhstan | 103 100 | 71 300 | 69.2 |
| Philippines | 953 000 | 518 000 | 54.4 | Finland | 88 934 | 65 977 | 74.2 |
| Czech Republic | 176 907 | 96 222 | 54.4 | Moldova, Republic of | 21 200 | 15 800 | 74.5 |
| Iceland | 6 400 | 3 500 | 54.7 | Peru | 730 183 | 557 435 | 76.3 |
| Singapore | 120 000 | 66 400 | 55.3 | Estonia | 24 200 | 19 100 | 78.9 |
| Hungary | 157 200 | 87 600 | 55.7 | Russian Federation | 1 467 000 | 1 160 000 | 79.1 |
| Indonesia | 4 069 000 | 2 271 000 | 55.8 | Latvia | 30 421 | 25 013 | 82.2 |
| Australia | 708 328 | 395 662 | 55.9 | Lithuania | 38 889 | 33 301 | 85.6 |

Appendix 2: The current and future role of female workers in the hotel industry, 2012
(percentage) (Baum 2013)

| Statement | Agree (%) | Disagree (%) | Neutral (%) |
|---|-----------|--------------|-------------|
| The use of women labour in the international hotel industry is likely to increase over the next 10 years | 64 | 27 | 9 |
| There is political pressure to increase the use of women in the hotel industry | 32 | 54 | 14 |
| The presence of female workers improves the quality of our overall workforce | 79 | 5 | 16 |
| Female workers create problems in the workforce | 9 | 83 | 8 |
| Women greatly improve the talent pool from which we can recruit internationally | 85 | 4 | 11 |
| Female workers are frequently better qualified than male workers available in the local community | 35 | 27 | 38 |
| Demographic pressure in many countries will force an increase in the employment of female labour in the hotel industry | 68 | 12 | 20 |
| The hotel industry provides great employment opportunities for women | 79 | 2 | 19 |
| Employing female workers is unacceptable on social and political grounds | 0 | 87 | 13 |
| Female workers are popular with our customers | 91 | 0 | 9 |
| Female workers can cause tensions in the workplace | 17 | 68 | 15 |
| The company has a strategy to increase the number of female workers in its hotels | 45 | 22 | 33 |
| Hotel companies need to plan their employment strategies for the future in the light of changing demographic structures within host communities | 32 | 17 | 51 |
| Female workers should be confined to unskilled positions in hotels | 6 | 82 | 12 |

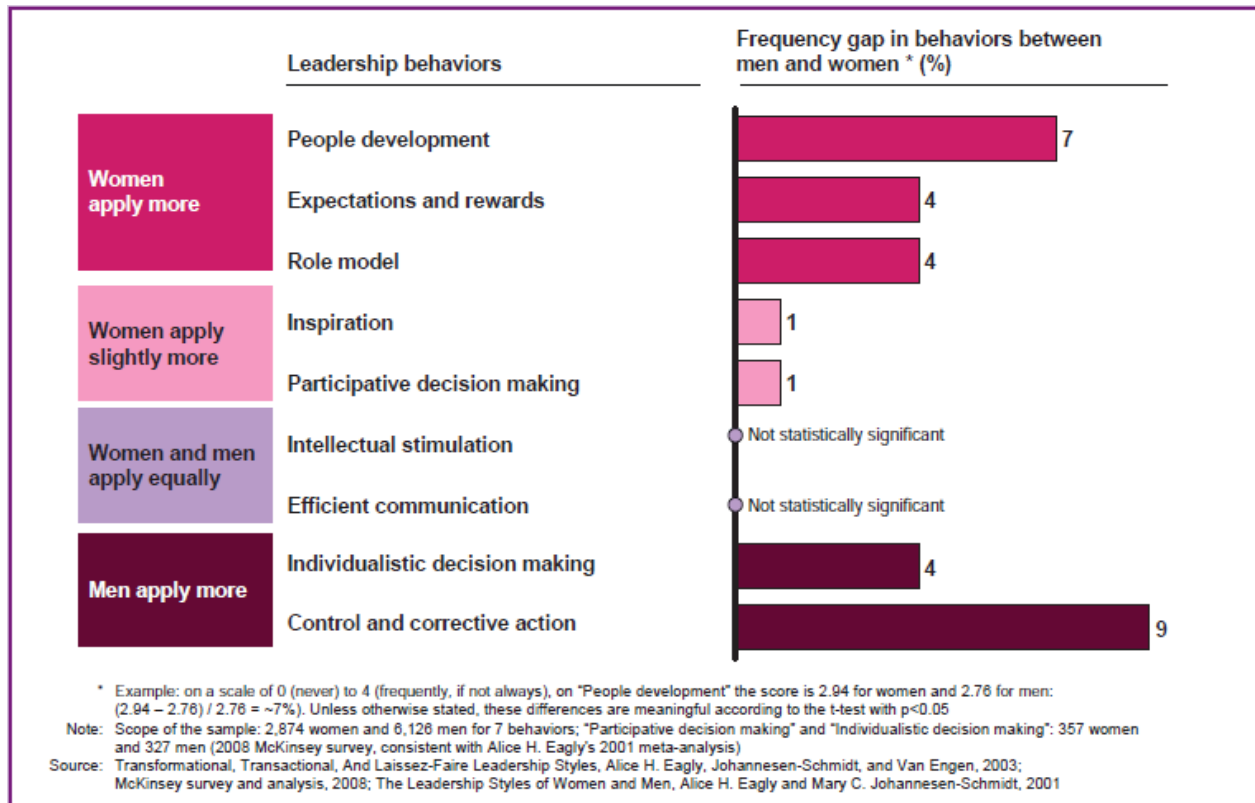
Source: IHRA survey responses

Appendix 3: Male female dynamic in the staged holiday decision (percentages)² (Mottiar & Quinn 2004)

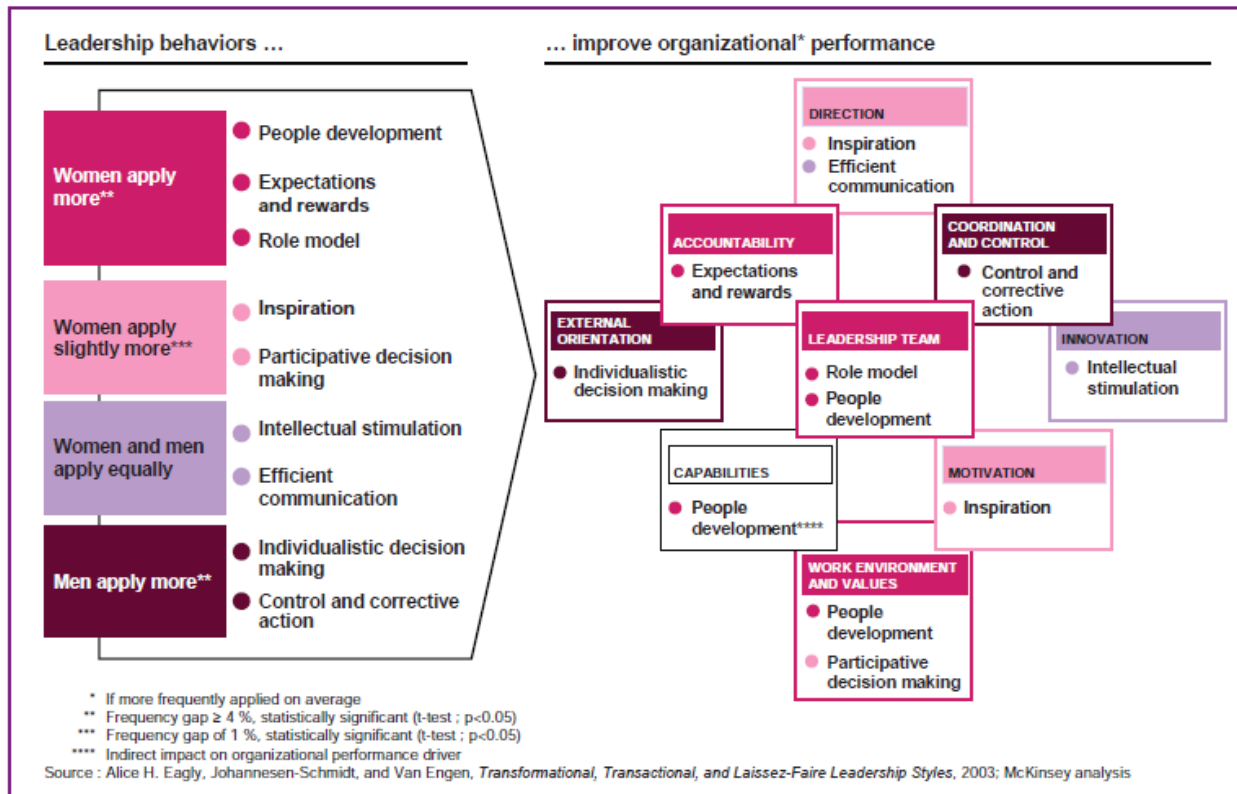
| | MALE RESPONDENTS (%) | | | FEMALE RESPONDENTS (%) | | | ALL RESPONDENTS (%) | | |
|--|----------------------|-----------|-----------|------------------------|-----------|-----------|---------------------|-------------|----------------|
| | "Me" | "Partner" | "Jointly" | "Me" | "Partner" | "Jointly" | Said "Female" | Said "Male" | Said "Jointly" |
| Who initiated the discussion? | 42 | 52 | 3 | 85 | 15 | 0 | 58 | 25 | 15 |
| Who collected information regarding possibilities? | 27 | 44 | 18 | 47 | 16 | 28 | 45 | 21 | 22 |
| Who decided how much to spend? | 9 | 12 | 68 | 15 | 6 | 73 | 13 | 7 | 70 |
| Who decided which travel agent to use? | 21 | 36 | 21 | 34 | 13 | 31 | 34 | 16 | 25 |
| Who decided which country/resort to go to? | 18 | 15 | 59 | 12 | 6 | 79 | 13 | 12 | 69 |
| Who decided which accommodation to choose? | 9 | 24 | 62 | 24 | 6 | 55 | 24 | 7 | 58 |
| Who decided when to go? | 9 | 21 | 68 | 18 | 6 | 70 | 19 | 7 | 69 |
| Who booked the holiday? | 27 | 47 | 24 | 61 | 18 | 18 | 54 | 22 | 21 |

² "Note that some of these rows do not add to 100 as there was an option of selecting not applicable for each question." (Mottiar & Quinn 2004)

Appendix 4: On average, women use five of the nine leadership behaviours that improve organisational performance more often than men, particularly the first three (McKinsey 2008)



Appendix 5: The leadership behaviours more frequently applied by women improve organisational performance by specifically strengthening three dimensions (McKinsey 2008)



Appendix 6: Pay and gender across core occupations, United Kingdom (Bickford & Glancy 2010)

| SIC code definition | Gross weekly pay in main job (MALE) | Gross weekly pay in main job (FEMALE) | Percentage difference between male and female earnings |
|---|-------------------------------------|---------------------------------------|--|
| Hotel & accommodation managers | £490 | £325 | 16.8% |
| Conference & exhibition managers | £518 | £551 | -3.2% |
| Restaurant & catering managers | £581 | £352 | 19.7% |
| Publicans & managers of licensed premises | £377 | £186 | 25.3% |
| Chefs, cooks | £333 | £174 | 23.8% |
| Travel agents | £386 | £256 | 16.8% |
| Travel & tour guides | £79 | £84 | -3.1% |
| Leisure and travel service occupations | £418 | £159 | 30.9% |
| Hotel porters | £360 | No data | - |
| Kitchen & catering assistants | £170 | £139 | 9.1% |
| Waiters, waitresses | £156 | £131 | 8.0% |
| Bar staff | £126 | £118 | 3.2% |
| Leisure & theme park attendants | £204 | £82 | 29.7% |

Source: Labour Force Survey, April-June 2010 (income weighting used)

Appendix 7: LeanIn Organisation

LEAN IN [CIRCLES](#) [#LEANINTOGETHER](#) [EDUCATION](#) [PARTNER WITH US](#) [INSPIRATION](#) [Sign Up or Log In](#) 



Gain new skills and go further with Lean In Circles

Lean In Circles are small groups who meet regularly to learn and grow together, and they're changing lives. Women are asking for more, stepping outside their comfort zones, and leaning in.

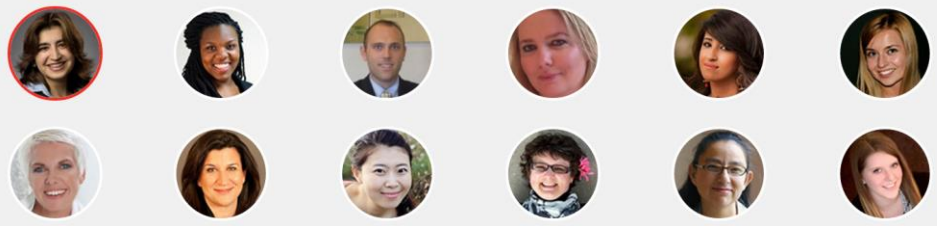
[START A CIRCLE](#) [FIND A CIRCLE](#)

Circles by the numbers



My Circle inspired me to...

"Negotiate for a bigger salary and job title." (She got both.)



—Myra Nawabi, Palo Alto, CA
Leader of a network of 300 plus women in Circles

How Circles Work



It starts with you

While we can't guarantee you'll achieve your wildest dream, we can promise that joining a Circle will give you the support to go for it. Members are taking on new challenges and opportunities thanks to the encouragement of their Circle.



Power of peer support

Research shows that we are more confident and are able to learn and accomplish more in small groups. To get the most out of your Circle, we recommend eight to twelve members at similar stages in life and/or with shared goals.



Lean In Circles Online

- Step-by-step meeting guides and activities
- Expert videos on important topics and skills
- A group email and social feed so it's easy to stay in touch
- Materials to promote your Circle—including a logo!



Your Circle, Your Way

A **Circle** can be a monthly roundtable at your home, a brown-bag lunch series at work, or even a virtual meet-up with people from around the world. The important thing is that you get together regularly—and that everyone participates. Your Circle can also join up with other Circles and create a **Chapter** that hosts events and supports networking.

[START A CIRCLE](#)

[FIND A CIRCLE OR CHAPTER](#)

Appendix 8: Gender equality in society is linked with gender equality in work (McKinsey, 2016)



¹ Labor-force participation rate, professional and technical jobs, perceived wage gap for similar work, leadership positions, unpaid care work.

² Essential services and enablers of economic opportunity, legal protection and political voice, physical security and autonomy.

SOURCE: "The power of parity: how advancing women's equality can add \$12 trillion to global growth", McKinsey Global Institute, 2015

Appendix 9: The Shine Awards with various categories for outstanding hospitality women and organisations (The Caterer, 2017)



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Who can enter

The Shine Awards are open to women, men, and businesses operating within the hospitality, leisure, travel and tourism industries in the UK.

Individuals and businesses can nominate themselves, or can submit a nomination on behalf of another individual or business.

Entries for the 2016 awards are now closed – please keep an eye out for shortlist announcements!

Rising Star (female nominees only)

This category is open to women under the age of 30, who are developing quickly within their roles and showing significant promise early on in their careers. They may be future leaders, already heading up teams, or forming their own companies, and are the 'ones to watch' for the future.

Entry criteria

The Rising Star will be someone who:

- Has progressed quickly within the hospitality, leisure, travel or tourism industry in a relatively short space of time
- Has achieved clear, measurable results for her organisation in the past 12 months
- Stands out from her peers – she goes above and beyond what is normally expected for her age/role
- Continues to invest in her professional development

Mentor of the Year (male or female nominees)

This category is open to people (both male and female) who are actively supporting women to succeed in their careers within the hospitality, leisure, travel or tourism industry through mentoring. This can be as part of a formal mentoring programme or informal mentoring relationship.

Entry criteria

The Mentor of the Year will be someone who:

- Has mentored at least one woman in the hospitality, leisure, travel or tourism industry within the past 12 months - either as part of a formal mentoring programme, or an informal mentoring relationship
- Inspires change and continuous improvement from their mentees
- Shares their knowledge and experience willingly with others
- Has had a clear impact on their mentees' careers (testimonials from mentees themselves should be provided) - for example:
 - Improved confidence
 - Promotion
 - Taking on more responsibility within their role
 - Successful career change into another area of the business/industry
 - Overcoming a particular problem/issue etc.
- Acts as a role model to women working in their organisation and industry

Innovator of the Year (female nominees only)

This award is open to women working at all levels in the hospitality, leisure, travel and tourism industries who have delivered significant success for their business by thinking outside of the box. They are the mavericks - the ones that want to 'do things differently'!

Entry criteria

The Innovator of the Year will be someone who:

- Has implemented a creative idea or initiative (or multiple ideas) that has delivered measurable success for the business in the past 12 months (this can be either internal or external)
- Continues to push the boundaries and comes up with creative ideas and initiatives to drive the business forward
- Challenges traditional ways of thinking and encourages others within the organisation to do the same
- Is a creative role model for women in her business and/or industry

Ambassador of the Year (male or female nominees)

This category is open to people (both male and female) working in the hospitality, leisure, travel and tourism industries who have made an outstanding contribution to championing gender diversity with their organisation and industry. They will be actively working to help increase the number of women in leadership roles in the hospitality, leisure, travel and/or tourism industries.

Entry criteria

The Ambassador of the Year winner will be someone who:

- Is passionate about striving for gender diversity at work, and the business benefits that it delivers
- Is actively involved in driving the gender diversity agenda within their business or industry. Examples include:
 - creating and implementing gender diversity initiatives within their organisation (such as training programmes, mentoring schemes, networking events, internal communications etc.)
 - speaking on the topic of gender diversity at events and conferences
 - contributing to thought leadership on the topic of gender diversity (writing articles, blogs, taking part in debates on social media etc.)
- Has helped to deliver a measurable, positive impact on the number of women working in leadership roles and/or the number of people actively supporting the gender diversity agenda as a result of their activities
- Is widely recognised as a champion for gender diversity within their organisation and/or industry

Best Initiative to Retain and Develop Women (open to businesses)

This category is open to businesses that have put a specific initiative in place to retain and develop its female staff. The nomination should focus on one particular initiative, rather than all diversity-related activities across the business as a whole.

Entry criteria

The Best Initiative to Retain and Develop Women will be an initiative that:

- Is specifically focussed on trying to retain and develop female staff within the business, which will help achieve a better gender balance within teams and at management level. Examples could include:
 - A training and development programme for female staff
 - A programme of support for women returning to work after maternity leave
 - A campaign to engage with and gain feedback/suggestions from female employees
 - An internal network for women
 - A mentoring programme
 - A job-sharing or flexible working initiative
- Has been active within the past 12 months
- Has clear, measurable objectives

Best Place for Women to Work (open to businesses)

This category is open to businesses in the hospitality, leisure, travel and tourism industries where women want to work – businesses that understand the value of gender-balanced teams, and are making an active effort to retain and develop their female talent.

Entry criteria

The Best Place for Women to Work will be a business that:

- Has gender diversity as a key part of its business strategy across the whole organisation
- Is actively working to recruit, train and retain female talent across all levels of the organisation. Examples include:
 - Setting targets and timescales for achieving a balance of men and women in leadership roles
 - Recruitment strategies that are designed to ensure a good balance of male and female candidates
 - A gender-balanced approach to succession planning
 - Mentoring programmes or support networks/groups for female employees
 - Specific training and development programmes for female staff, with the aim of building a female talent pipeline
 - Employee surveys to gain feedback/suggestions from female employees
 - Active support for women returning to work after maternity leave
 - Flexible working arrangements that enable both women and men to balance work and caring responsibilities
- Has a clear balance between men and women in leadership roles across the organisation, or is able to demonstrate a clear improvement in the number of women working in leadership roles in the past 12 months

Woman of the Year (female nominees only)

This category is open to women working in senior leadership roles (director level or higher) in the hospitality, leisure travel and tourism industries who have demonstrated excellence in leadership, whilst helping to deliver significant company growth, over the past 12 months.

Entry criteria

The Woman of the Year should be someone who:

- Has made an outstanding contribution to delivering measurable success for her business – particularly in the past 12 months
- Demonstrates significant professional achievements in the past 12 months
- Demonstrates innovation and ambition in driving her organisation forward
- Is seen as a strong and respected leader
- Continues to invest in her professional development, and that of her team

The Robyn Jones Lifetime Achievement Award (female nominees only)

This award is for a woman that has demonstrated long-term dedication to the hospitality, leisure, travel and tourism industry and excellence in her career.

The shortlist and winner will be chosen by the board of Women 1st.

The Robyn Jones Lifetime Achievement Award winner will be someone who:

- Has enjoyed a long career working at various levels within the hospitality, leisure, travel or tourism industry
- Has demonstrated significant, measurable businesses achievements and successes throughout their career
- Has demonstrated flexibility and adaptability in a changing industry
- Has demonstrated long-term commitment to her industry (for example involvement with industry groups and associations, campaigns, non-exec board roles within the industry etc.)
- Continues to develop both personally and professionally