

2023

Social Inclusion
Study on
Destination
Organizations

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MESSAGE FROM THE PRESIDENT & CEO

I am proud to announce the third release of our annual Social Inclusion Study on Destination Organizations highlighting the sentiments of individuals working in destination organizations. The purpose of this study is to capture sentiments from destination employees about their perspectives of organizational inclusion and their own experiences. This study has been an important part of our inclusion work in many ways. The findings help us understand progress made since 2020, areas of improvement, and where we need to support our members.

I want to acknowledge the title change of this study from 'EDI' to 'Social Inclusion.' As we shift the thought leadership of this work to our social inclusion framework, our team alongside the research subcommittee reviewed the questions of this study through an inclusive lens, taking board governance, succession planning, and mental health and wellbeing into consideration this year.

I would like to thank Sophia Hyder Hock, our chief diversity officer for her leadership with this ever evolving and critical work, Jessica Reyes our EDI manager, and two very dedicated co-chairs of a profoundly engaged Social Inclusion Committee, Timothy Bush, CDM, TMP, chief marketing officer at Visit Lake Charles and Sonya Bradley, chief diversity, equity, and inclusion officer at Visit Sacramento. I would also like to recognize our research subcommittee co-chairs, Connie Kinnard, vice president of multicultural tourism and development at the Greater Miami Convention and Visitors Bureau and Melissa Cherry, chief diversity and inclusion officer with Miles Partnership for their dedication to this study and their leadership with our research related deliverables.

Destinations International remains committed to this work through global attitude changes of inclusion, and we will continue to listen to the needs of all our members, provide tools to assist with metrics and accountability, and to share case studies and best practices from peers to enhance learning opportunities.

We hope you take some time to read the insights in this study, discuss them with your team, and find ways where you can strengthen your inclusion related initiatives for your team and community.

We remain grateful for your dedication as we navigate these important topics together.



Don Welsh

President & CEO
Destinations International

SPECIAL THANKS

To the EDI Research Sub-Committee for their leadership, guidance, and support to produce this study:

CEVAT TOSUN

George Washington University School of Business

CONNIE KINNARD

Greater Miami Convention and Visitors Bureau

CRYSTAL WALKER

Dayton Convention and Visitors Bureau

EMILY EILAND GONZALEZ

Visit Mobile

EMILY ROLSTON

Destination Missoula

JASON DUNN

National Coalition of Black Meeting Professionals

JESSICA HOLT

Visit Raleigh

JESSICA STRASSER

Visit Detroit

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Visit Loudoun

MELISSA CHERRY

Miles Partnership

MIRANDA JI

Destination Greater Victoria

NAN MARCHAND BEAUVOIS

US Travel Association

NERISSA OKIYE

Martin County Office of Tourism

RACHEL PEARSON

Experience Scottsdale

ROBERTA ATZORI

Lee County Visitor & Convention Bureau (Fort Myers Islands, Beaches and Neighborhoods)

RYAN SHEHU

Visit Detroit

STEPHANIE BROWN

SMARInsights

SUSAN TUCKER

Houston First Corporation



INTRODUCTION

2023 Social Inclusion Study on Destination Organizations

INTRODUCTION

The foundation of our inclusion work is based on establishing authentic opportunities for our members to understand and discuss how to create welcoming spaces for people of all backgrounds and abilities.

We have been intentional with our approach; engaging our membership for feedback through surveys, meetings and dialogue as a basis to strengthen our resources, events, and professional development programs.

Below, we have included key milestones that highlight our progress since 2018:

- **July 2018:** Hosted the first Equity, Diversity & Inclusion meeting during Destinations International's Annual Convention in Anaheim, CA.
- **August 2018:** Announced a member-wide call for committee participation to form the first Equity, Diversity & Inclusion Task Force.
- **December 2018:** In partnership with Association Forum, hosted a dialogue with key industry leaders from the association and CVB communities to brainstorm potential strategies to cultivate a welcoming environment for meeting and event attendees.
- **February 2019:** Launched the association's first study to collect a snapshot of racial and workforce diversity examining demographics of board leadership, executive staff, general governance and policies.
- **March 2019:** In collaboration with the Philadelphia CVB/PHL Diversity, convened a Meetings & Conventions Leaders Roundtable designed to guide industry leaders through the process of developing a common language and vision for diversity and inclusion within the meetings and convention industries.
- **July 2020:** Released a best practices for board diversity guide for destination organizations and formally made the EDI Task Force a standing committee under the bylaws of Destinations International.
- **August 2020:** Launched survey collection of Destinations International members to self-identify demographic data.
- **November 2020:** Released the first EDI Study on Destination Organizations examining overall demographics and perceptions on EDI within member destination organizations.
- **December 2020:** Launched the EDI CEO Leadership pledge for executives to be better aligned and committed to making actionable plans to drive a vision for change.

- **January 2021:** Released Destinations International's first EDI Strategy Roadmap with the goal to lead and engage strategic planning and programmatic development initiatives to benefit our members' communities.
- **February - December 2021:** Launched EDI Leadership series in partnership with The Ladipo Group designed for executive leadership around the topics of emotional intelligence, effective communication, microaggressions, unconscious bias and allyship.
- **February 2022:** Hired our first Chief Diversity Officer, Sophia Hyder Hock.
- **July 2022:** Launched the EDI Assessment Tool for destination members – a tool that is first of its kind in the industry and created by destination members to establish standards and benchmarks related to social inclusion on an annual basis.
- **November 2022:** Launched our social inclusion services for destination organizations.
- **April 2023:** Released our new working definition of social inclusion through a welcoming and belonging lens available on our website for any organization to use and adapt.
- **May 2023:** Revisited language and accountability measurements for the Inclusive Leadership Pledge, formerly known as the CEO Pledge.
- **July 2023:** Released our updated strategic roadmap through 2024, aligned with member conversations and feedback.
- **October 2023:** Held our inaugural EDI Summit in Little Rock, Arkansas.

OUR WORKING DEFINITION OF SOCIAL INCLUSION

Destinations International is committed to creating spaces and places in the travel industry that promote a true sense of welcoming and belonging for people of all backgrounds and abilities. As human beings we can empathize with what it feels like to receive a warm smile, to connect, and to feel like you can safely and responsibly immerse yourself into the intricate fabric of a destination.

Using this mindset, we acknowledge the array of identities that exist in this world and that every person should be valued and treated in an equitable manner. To us, this means we recognize that each person has different life circumstances and abilities, and we will do our best to allocate resources to reach an equal outcome of opportunity and respect for all.

We realize that the world is constantly evolving with many diverse perspectives and identities contributing to this industry. To align with knowledge, we will keep an open mind and acknowledge the mosaic of identities as they arise which includes and is not limited to race, ethnicity, national origin, gender identity and expression, sexual/romantic attraction, religious affiliation, political belief, dietary selection and preference, mental and physical abilities, neurodiversity, age, thinking styles, body size and appearance, hair texture, socioeconomic status, marital status, parental status, language, spoken accents, and educational levels.

As we recognize the importance of creating equitable opportunities and the diverse identities that make up the world, we strive break down barriers that prevent people from feeling excluded and to create spaces where people feel included, respected, feel seen, feel heard, feel valued, and feel like they belong.

OUR SHIFT TO SOCIAL INCLUSION

Our working definition of inclusion was crafted to highlight the importance of creating a welcoming environment for all, to celebrate the many backgrounds and abilities that exist in this world, alongside the commonality we all share – to be treated with respect and dignity.

This shift to social inclusion does not diminish previous work that this association has established to advocate on behalf of underrepresented populations and identities. Rather, we plan to use the knowledge we have gained over the years to create linkages between the need to cultivate inclusive and welcoming environments and to handle critical issues that destination organizations are experiencing. Examples include and are not limited to crime and safety, homelessness, workforce development, accessibility, representation of minority identities, and youth engagement. This work is never finished as many perceive it to be and by understanding that inclusion and belonging is at the root of these societal issues, we remove ourselves from the silos of 'DEI work.'

On a global scale, the United Nations Sustainable Development Goals (UN SDGs) addresses the importance of inclusion and implementing initiatives that create welcoming spaces for people of all backgrounds and abilities. The adoption of social inclusion as stated by the UN can lead to increased innovation and productivity within teams and profitability through an engaged community, diversification of visitors, and increased visitor satisfaction.

Destinations International aligns with the following SDGs for our social inclusion strategy:

- **SDG 5:** Gender Equality
- **SDG 8:** Decent Work and Economic Growth
- **SDG 10:** Reduced inequalities
- **SDG 11:** Sustainable cities and communities

Social inclusion is crucial for building a more just and cohesive society where everyone has a sense of belonging and can reach their full potential.

We encourage you to think about the importance of this shift toward social inclusion and the impact it has upon the vitality of your destination or organization.



DATA, INSIGHTS, AND OPPORTUNITIES

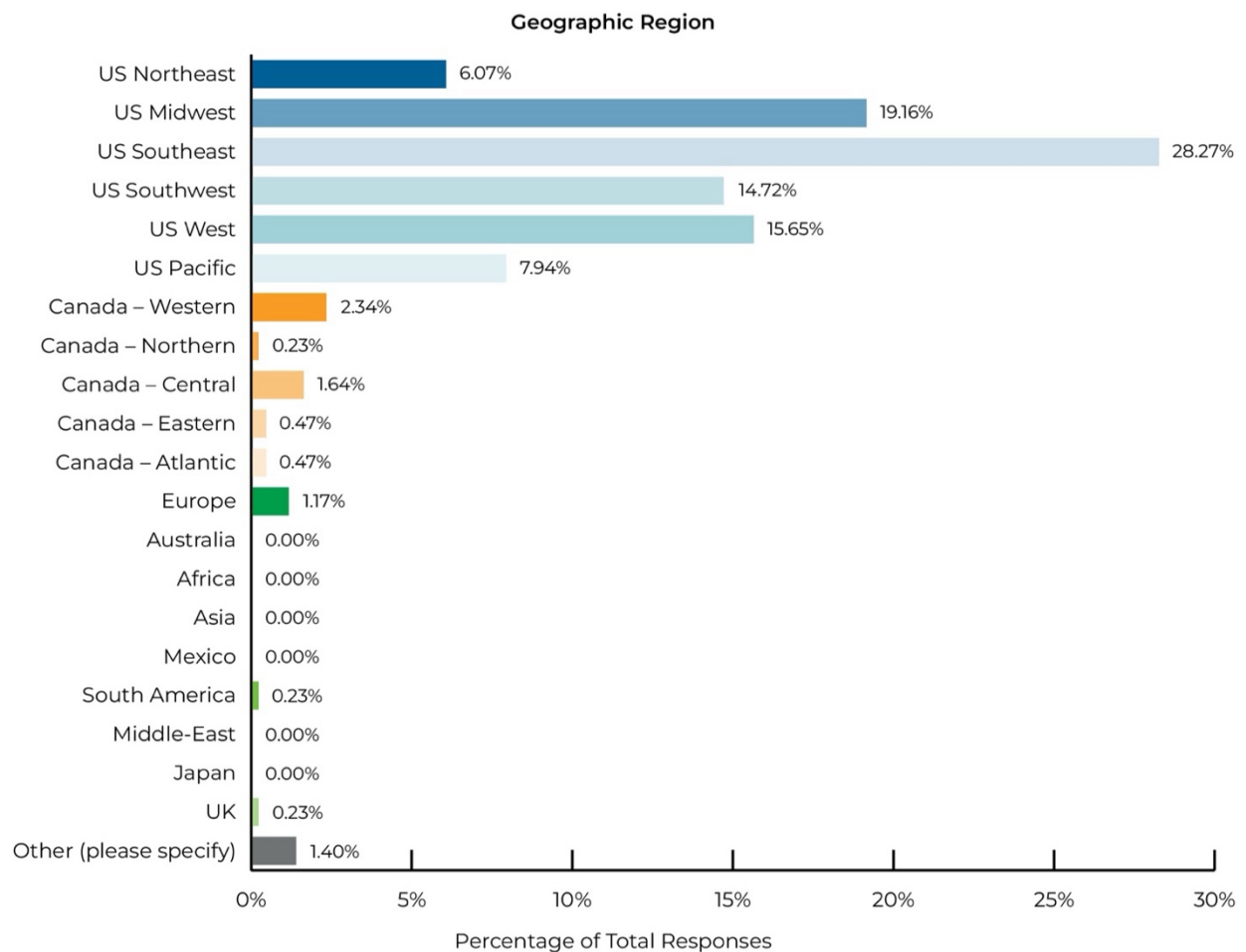
2023 Social Inclusion Study on Destination Organizations

DATA, INSIGHTS, AND OPPORTUNITIES

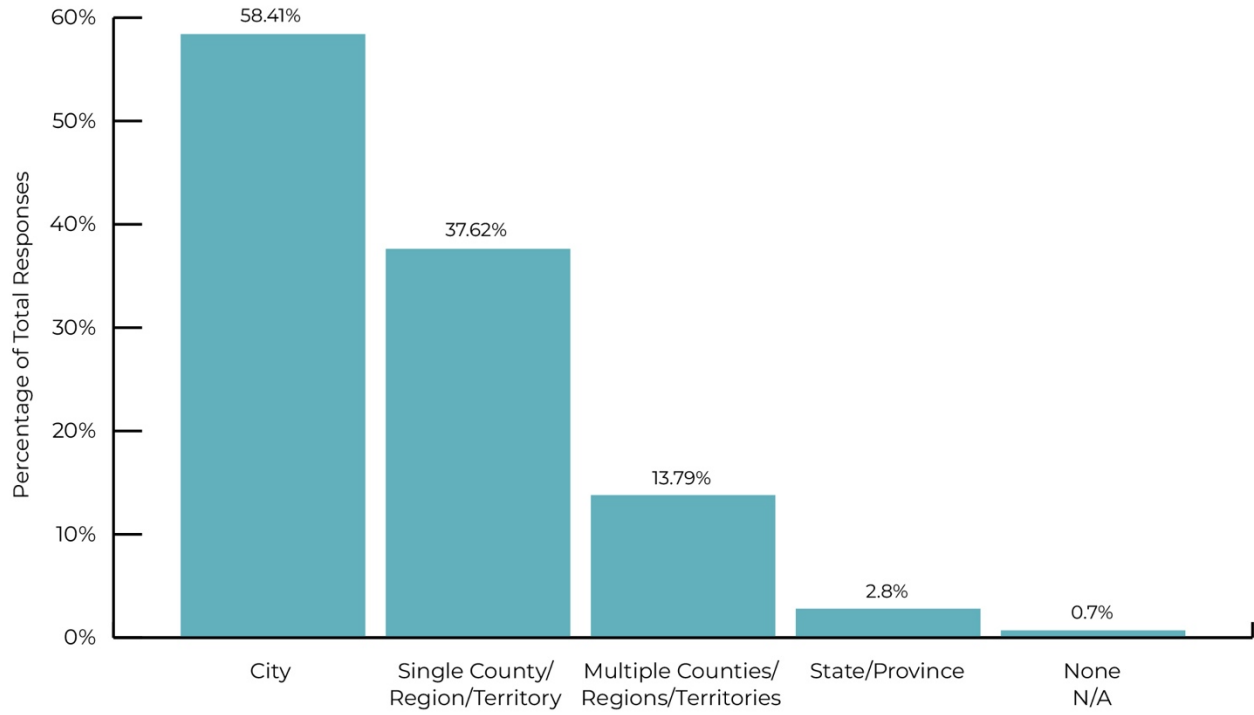
The average profile of data for this study was collected from a destination organization located in the Southeast or Midwest of the United States, with an operating budget of USD \$10 million and under, and represents a city as its promotional geographic area. The survey was fielded in fall 2023, with the question responses ranging from 400 to 453. Overall, study participation has decreased year-over-year, however participation in Europe has increased since circulating this study to our global membership.

A notable 12% of our respondents were unsure of their organization's operating budget, which presents an educational opportunity for staff to learn about funding sources of their destination organization along with the operational makeup of their destination budget.

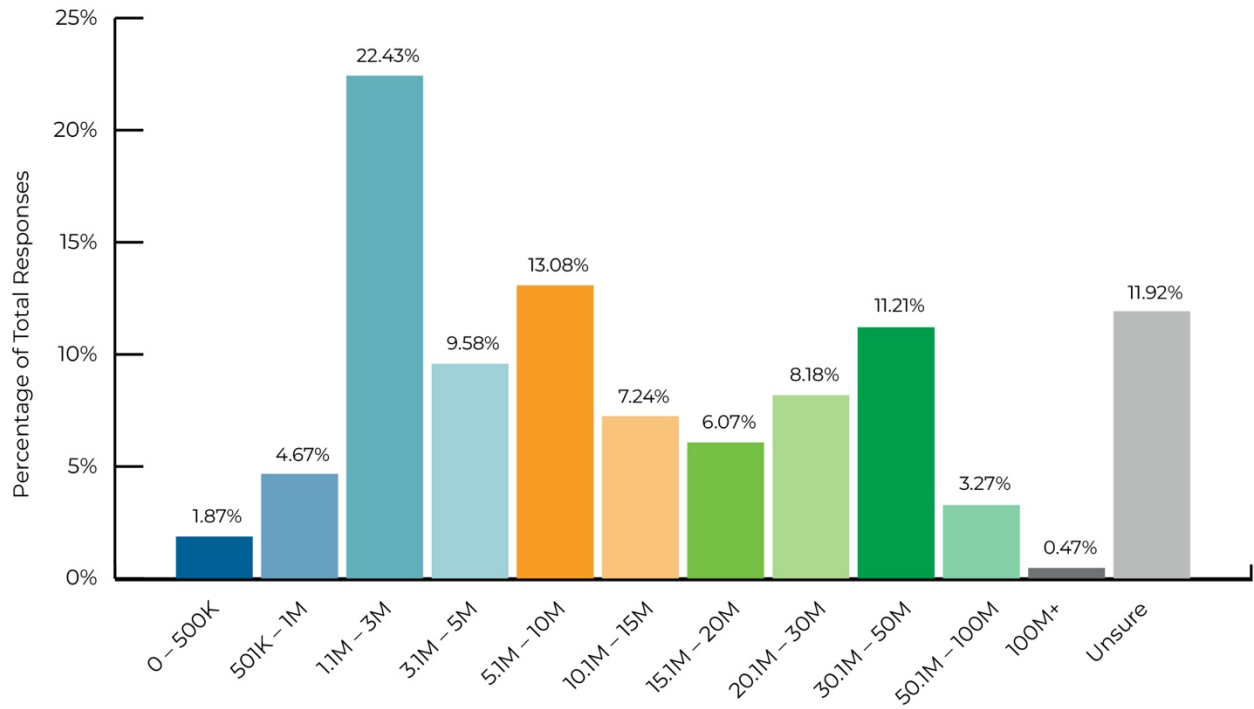
Comprehending the operational budget of a destination organization empowers teams to identify how funds can be strategically allocated to inclusion initiatives, which in turn can affect partnerships, foster internal growth, and enhance marketing and sales departments.



Promotional Geography

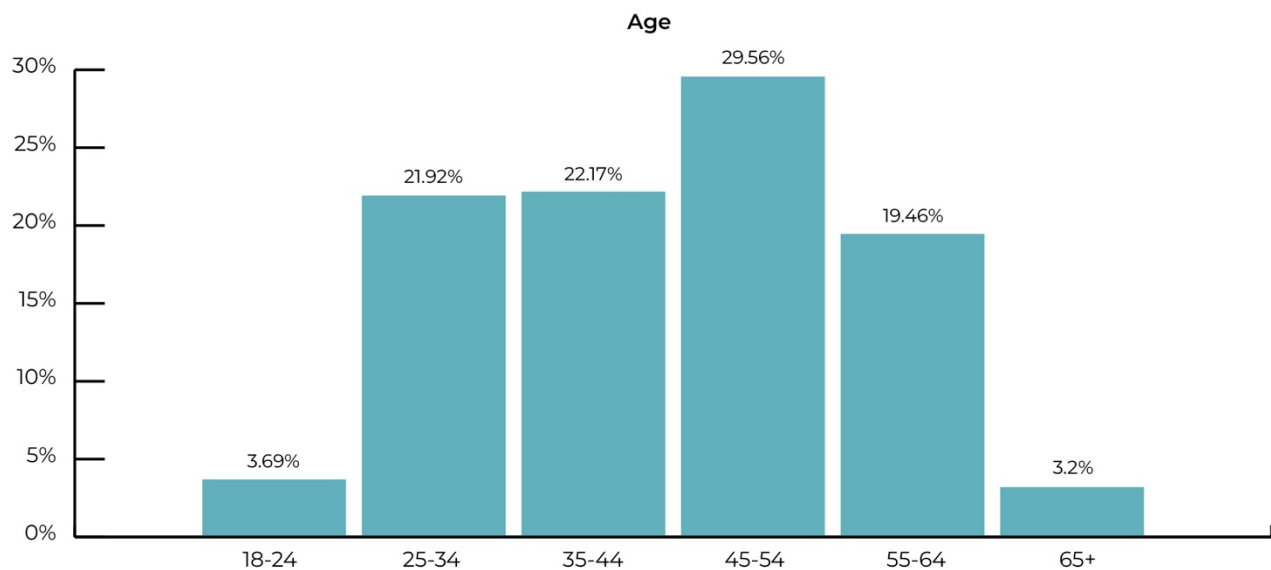


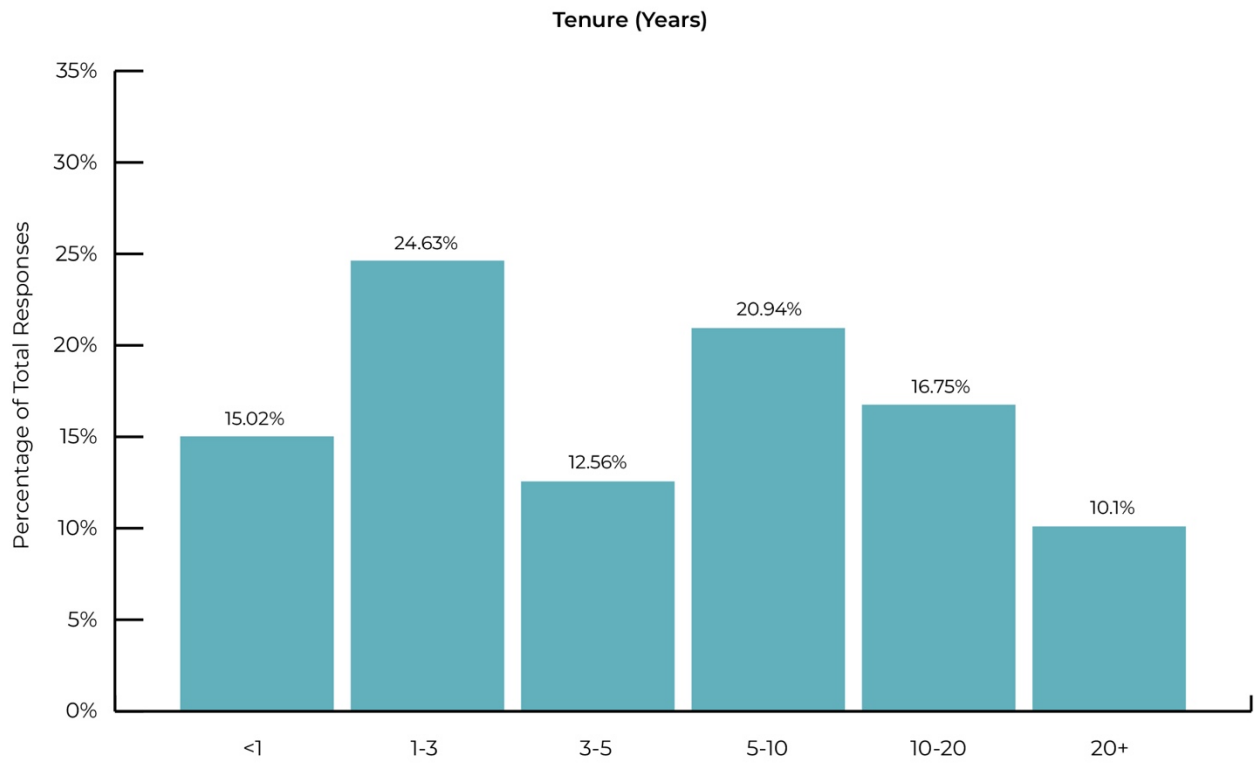
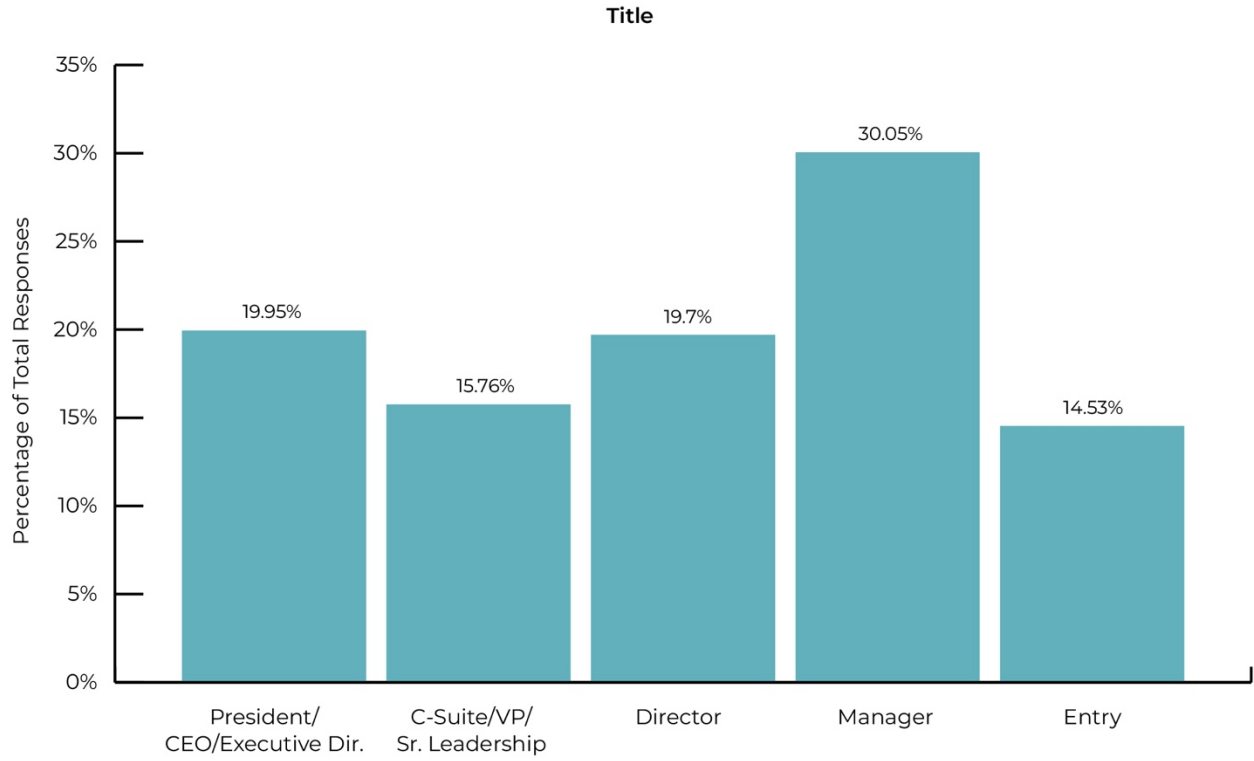
Annual Operating Budget



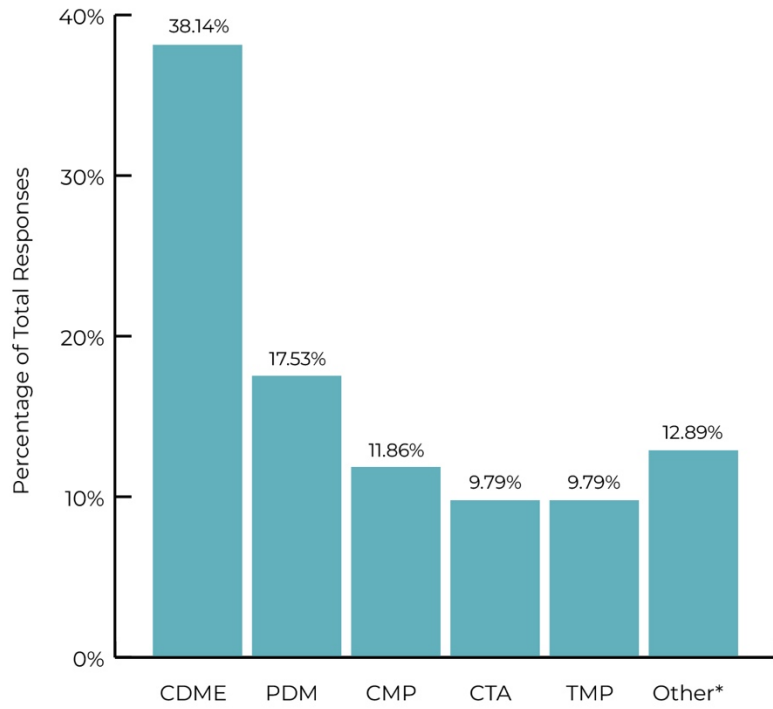
DEMOGRAPHIC SNAPSHOT

- Consistent representation exists among respondents ages 25-64, with the majority of respondents between the ages of 45-54 (30%). The number of respondents between the ages of 18-24 increased by 2.6% since 2022.
- Similar to the trend in 2020 and 2022, female employees remain the majority of respondents for this study.
- All professional levels are represented in study, with the majority of respondents in managerial roles at 30%.
- A majority of individuals from this study identify as Caucasian/White (73%) and Christian (52%).
- Regarding racial identity there was an increase of respondents from the 2022 study who identify as "Asian," (3.45%) "Black or African-American," (1.78%), "Middle Eastern/North African," (0.61%) "Indigenous," (0.53%) and "Native Hawaiian or Pacific Islander," (0.28%).
- Compared to 2022, there was a slight increase in respondents who identify as "Bisexual" (2.36%) and "Lesbian," (0.58%) in addition to respondents who preferred not to answer this question.
- Religious identification has changed with a 12% reduction for people who identify as being Christian, and an increase in agnostic (5%) and spiritual nonsecular beliefs (7%).
- "Neurodivergent" was added as an option to select when asked about disabilities; this category received over 6% of responses.
- Percentage of respondents who identify as being a veteran has remained in the 2% range.
- Tenure groups of 1-3 years and 5-10 years make up the majority of respondents at 46%. 15% on respondents have been with their organizations for less than one year.





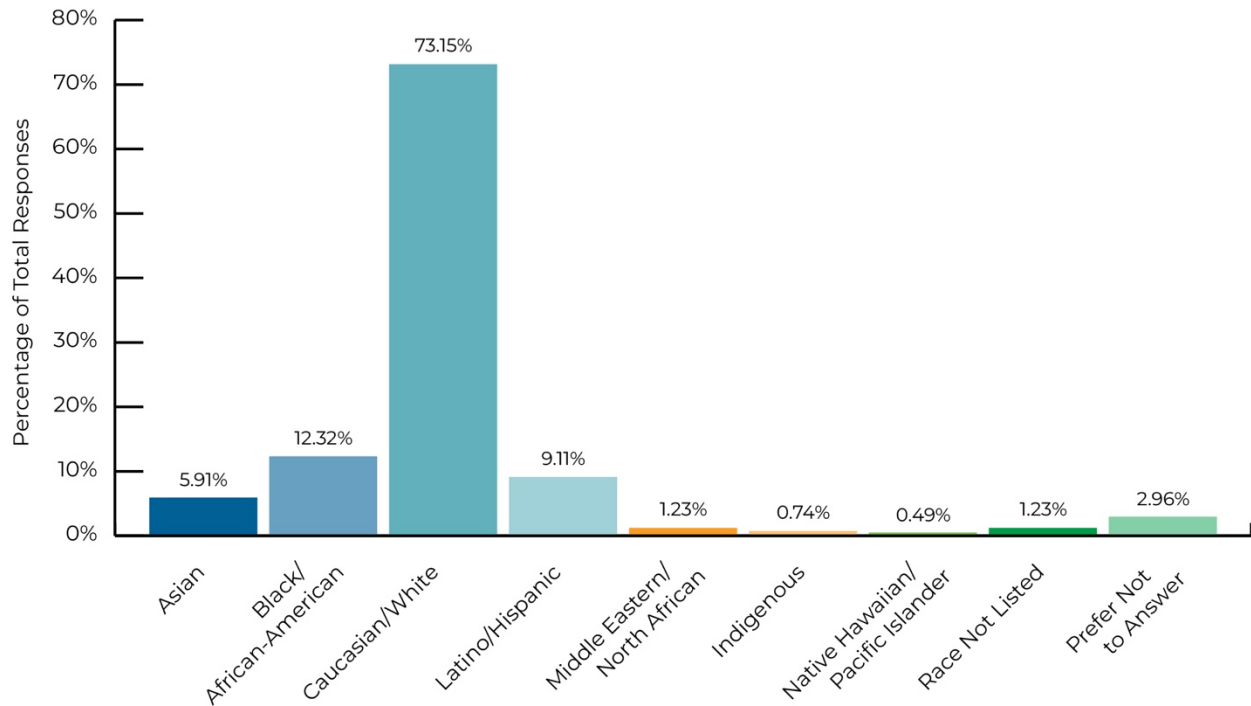
Professional Credentials



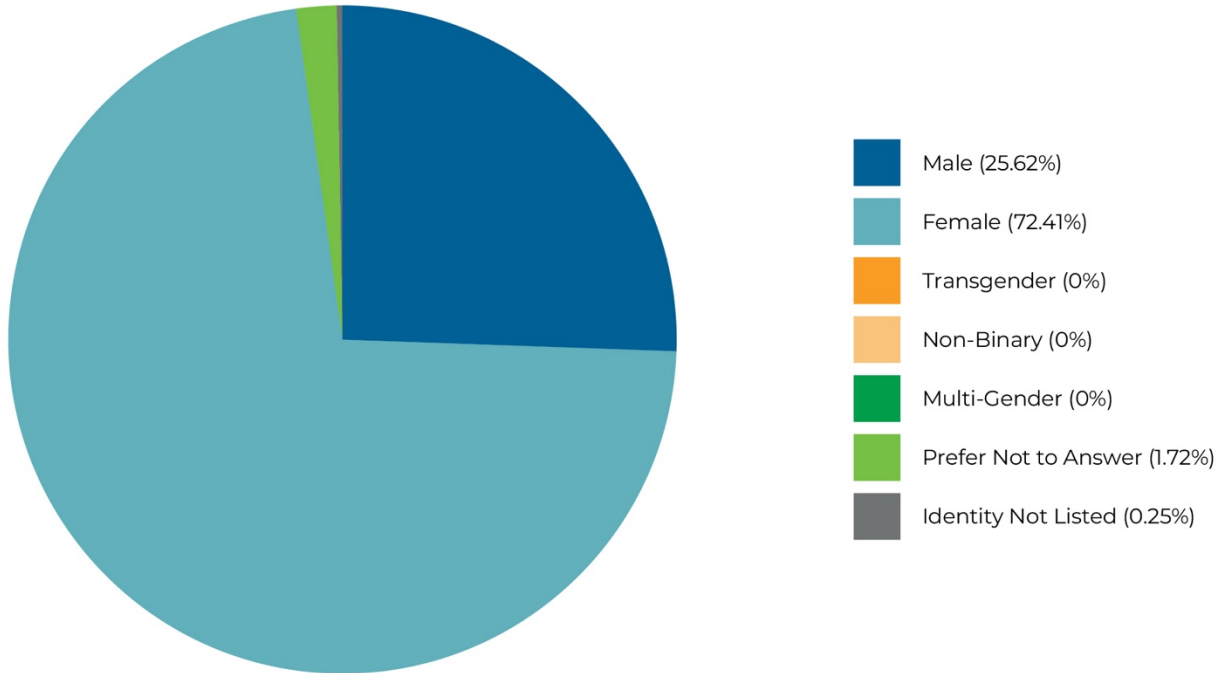
*Other Credentials:

ABC	CPRP	MALAS
APR	CSEE	MBA
CAHTA	CSTP	MPL
CATP	CTA	MS
CASE	CTE	MTA
CCE	CTIS	NCA
CEM	CTP	PCCHT
CDTP	DEIW	PDM
CGMP	DI EDI	PDMI
CGFM	DMCP	PH.D
CGSP	DVAC	PHR
CHIA	FCDME	SEPC
CHME	FLGS	SHRM-CP
CHRP	GSTC	SHRM-SCP
CHSP	HMCC	SPHR
CIS	IATAN	STDM
CMA	IOM	STS
CPA	LGBTQ+ PSS	TAP

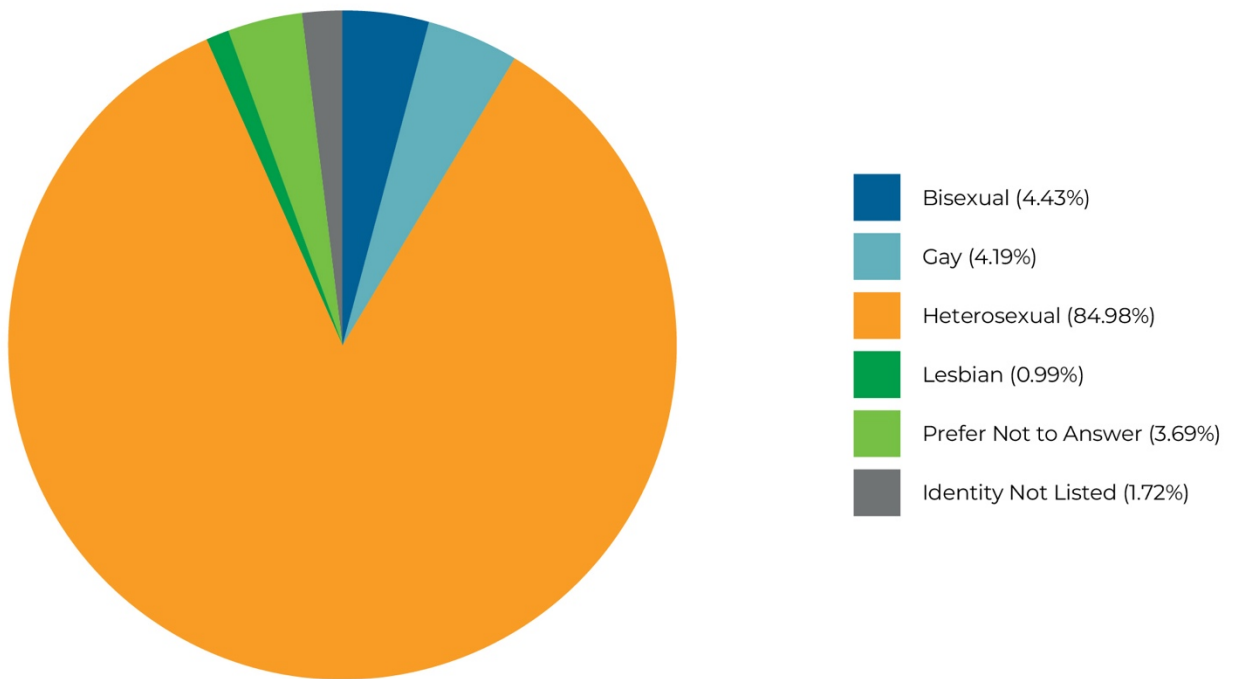
Race



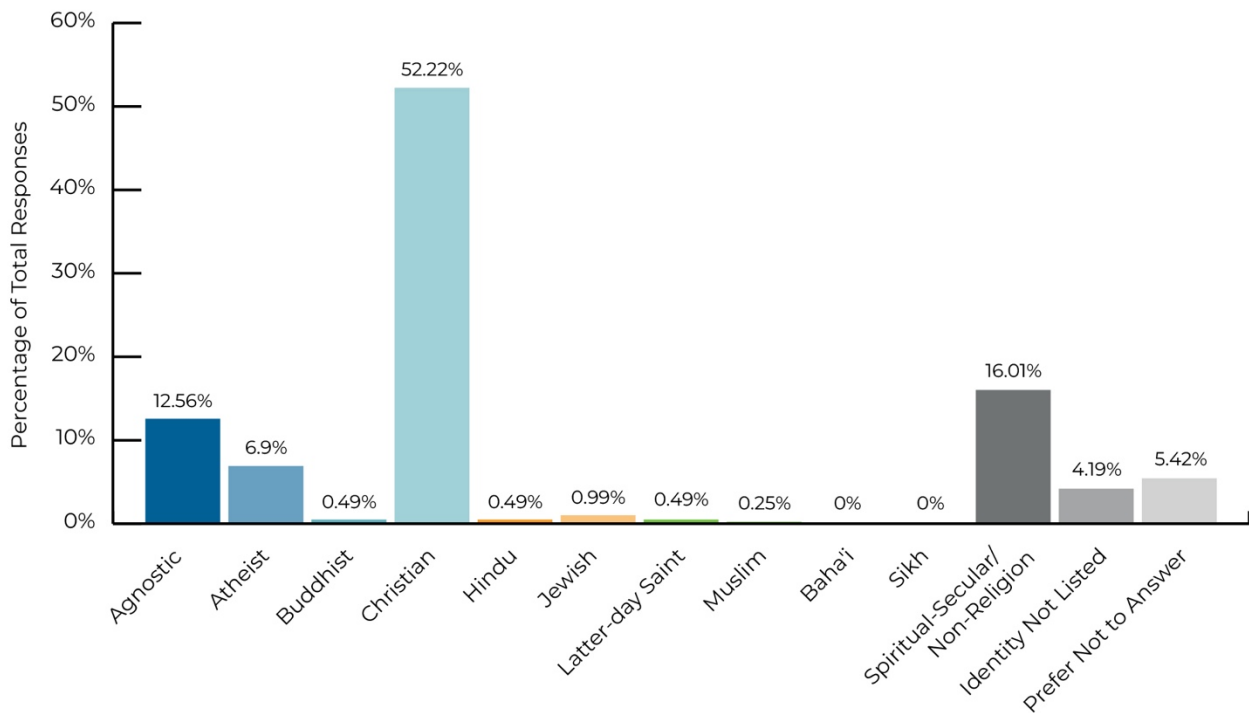
Gender



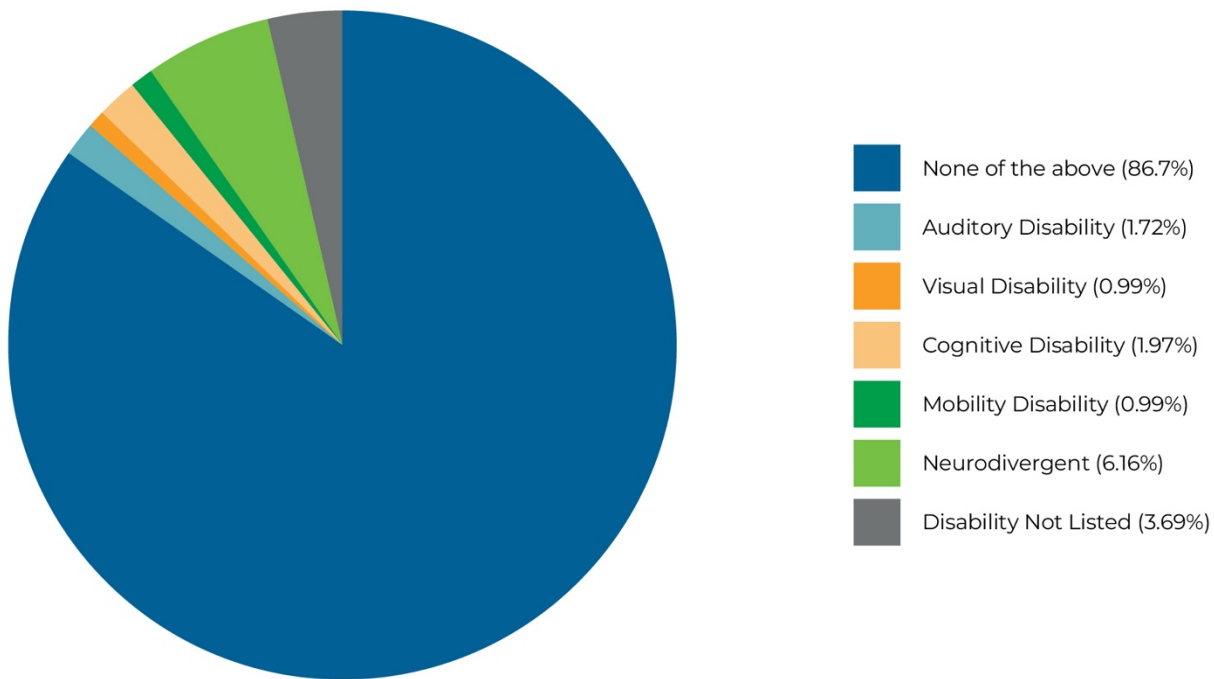
Sexuality



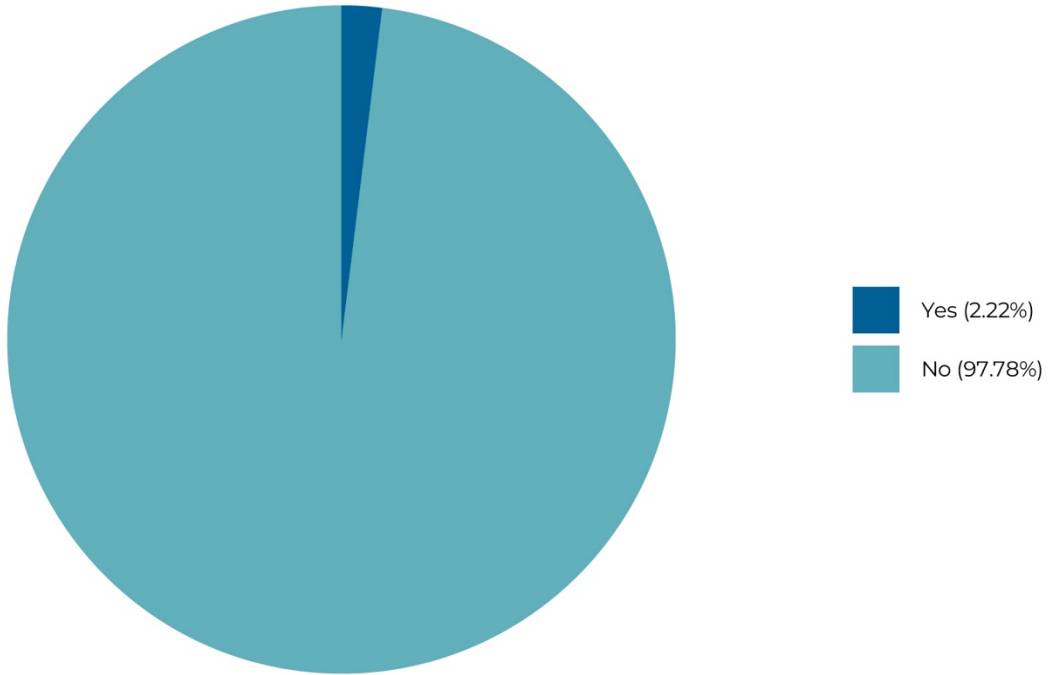
Religion



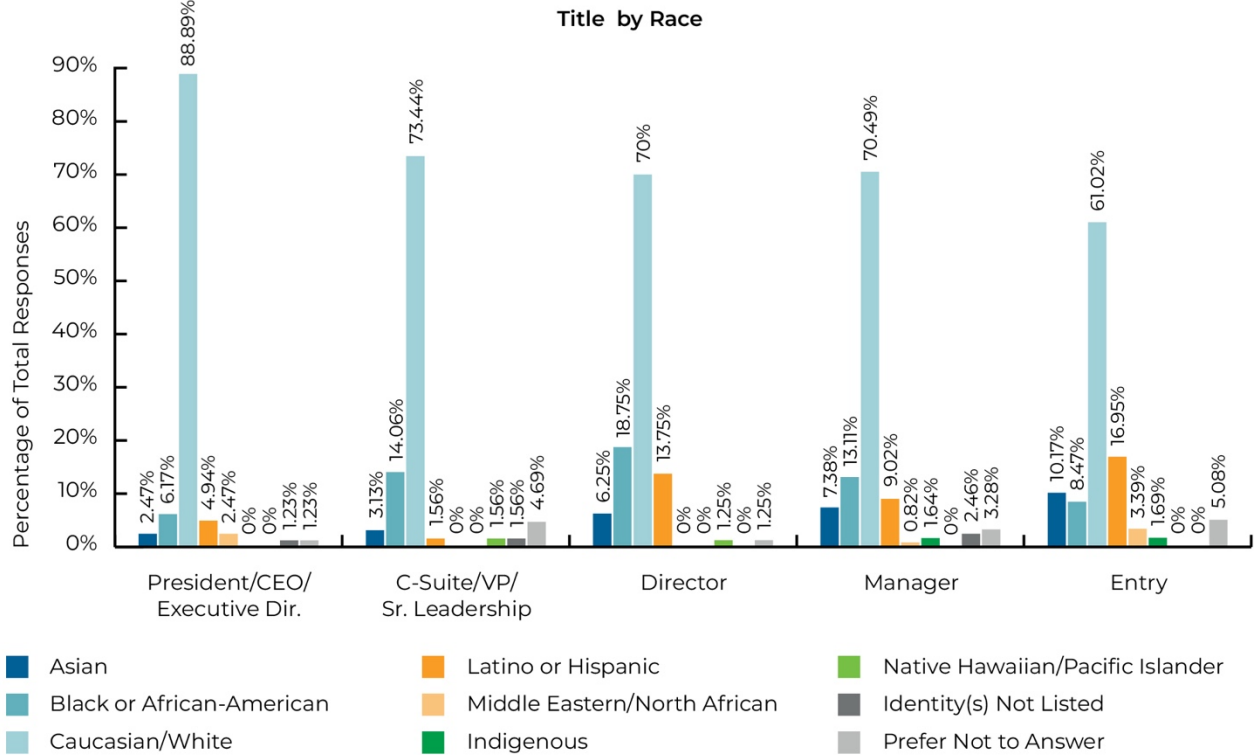
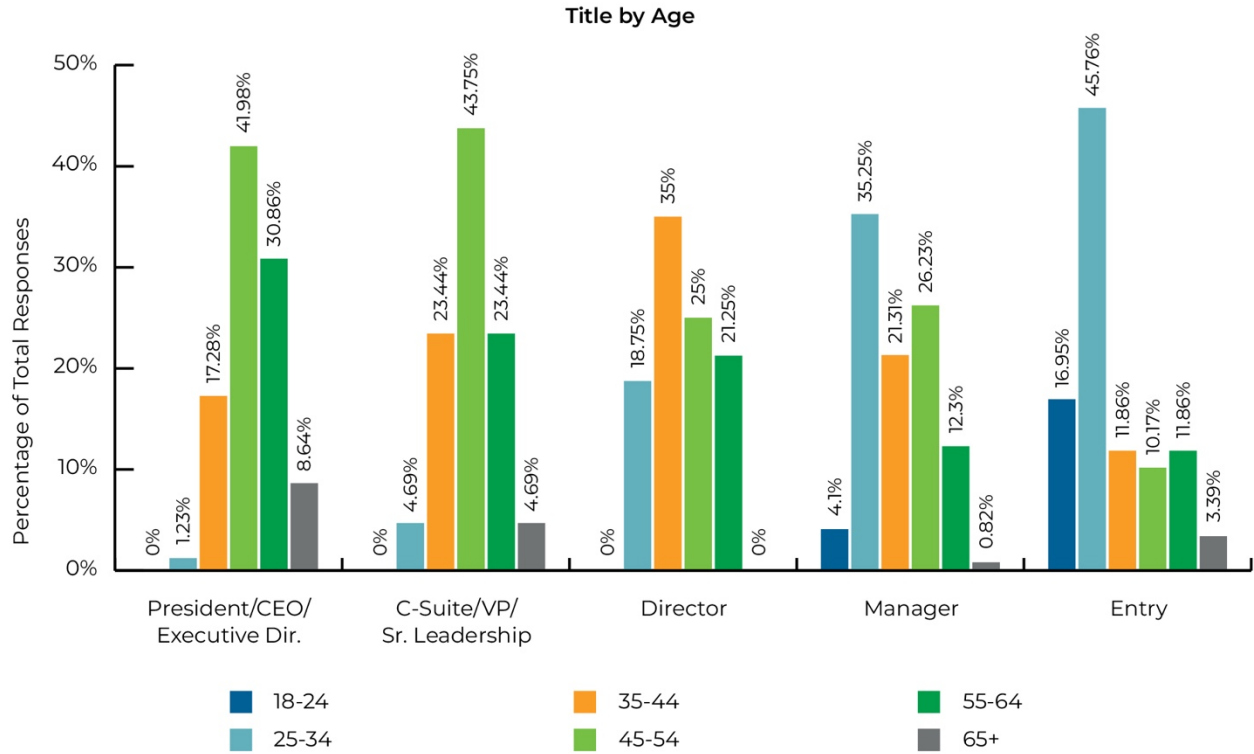
Ability



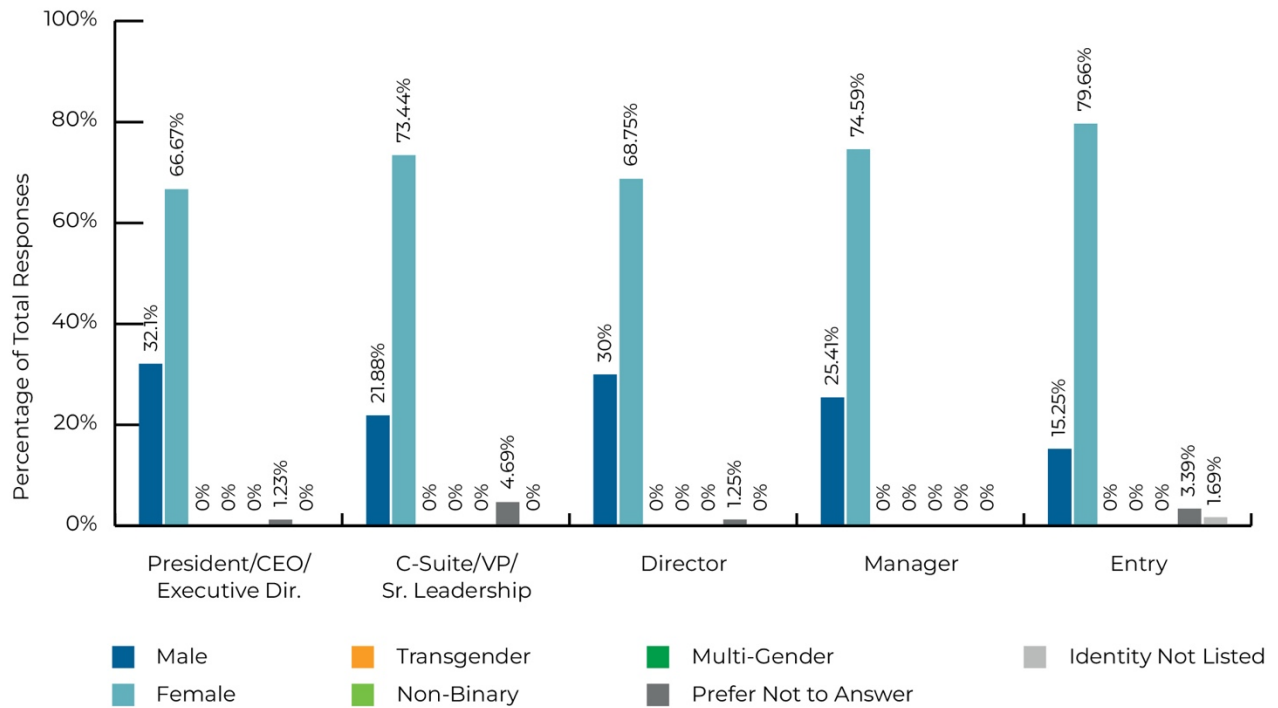
Veteran Status



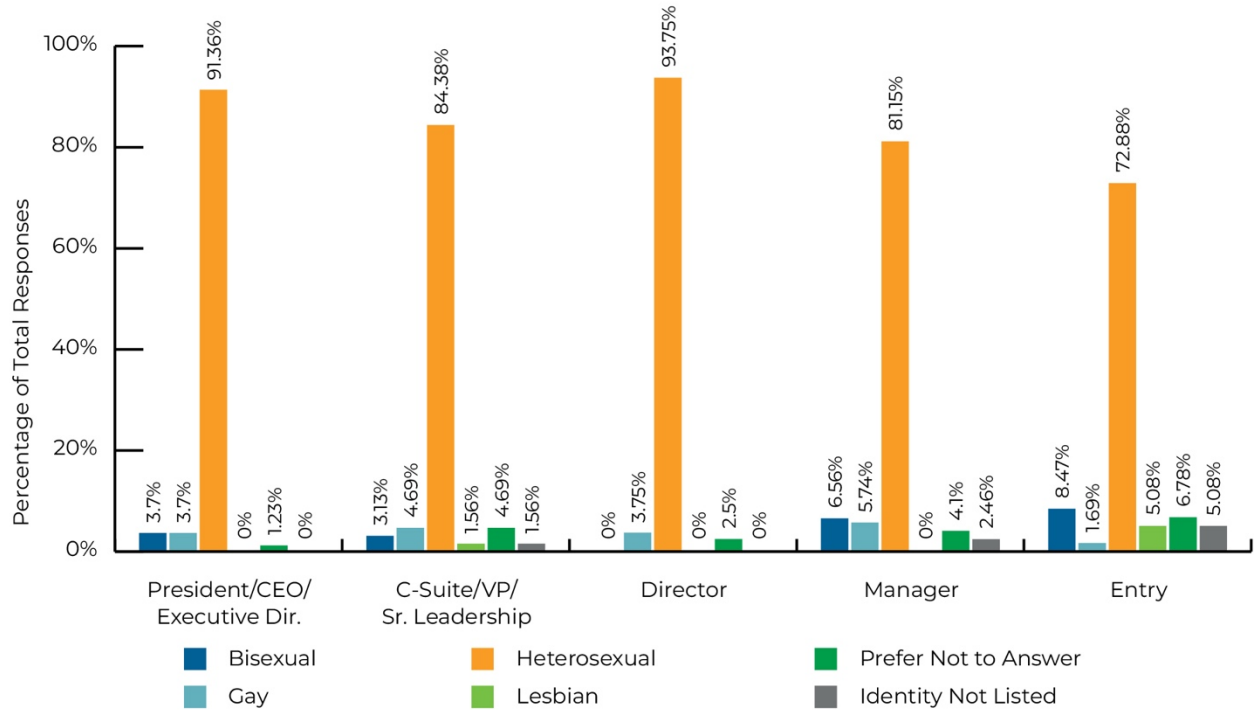
DEMOGRAPHIC SNAPSHOT BY TITLE

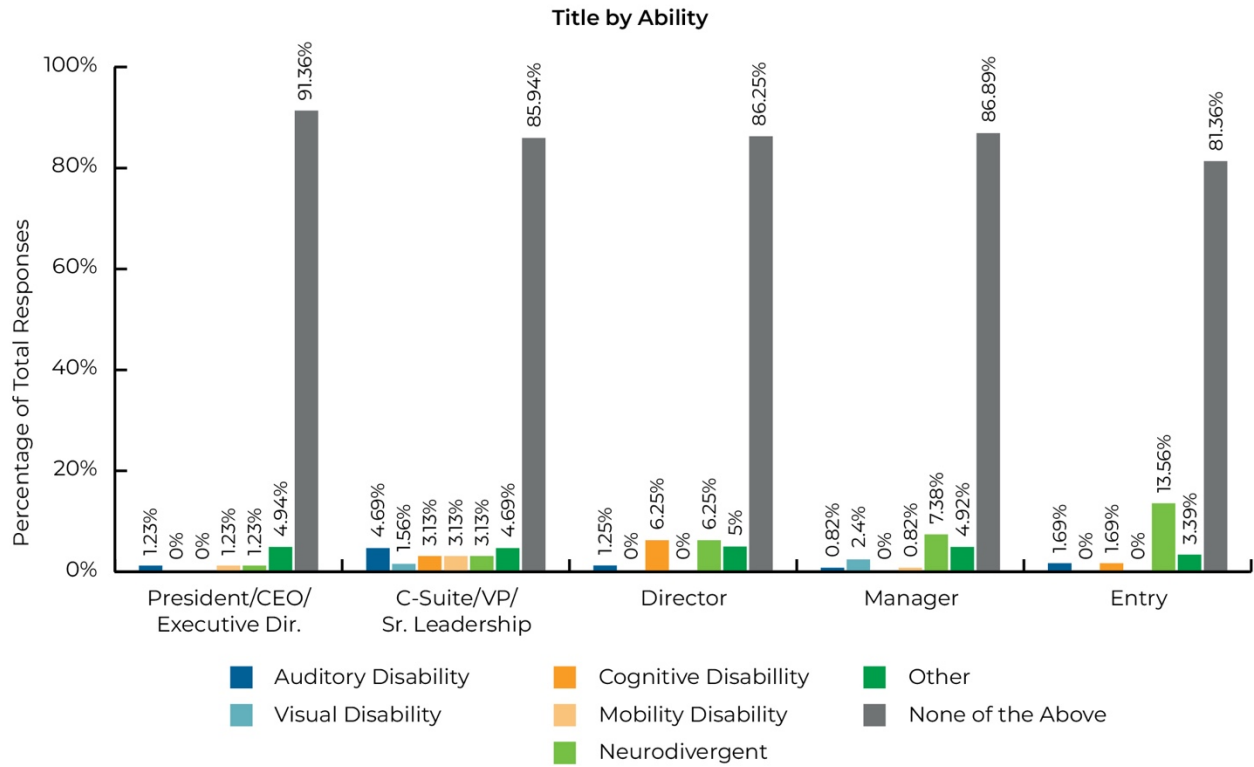


Title by Gender



Title by Sexuality

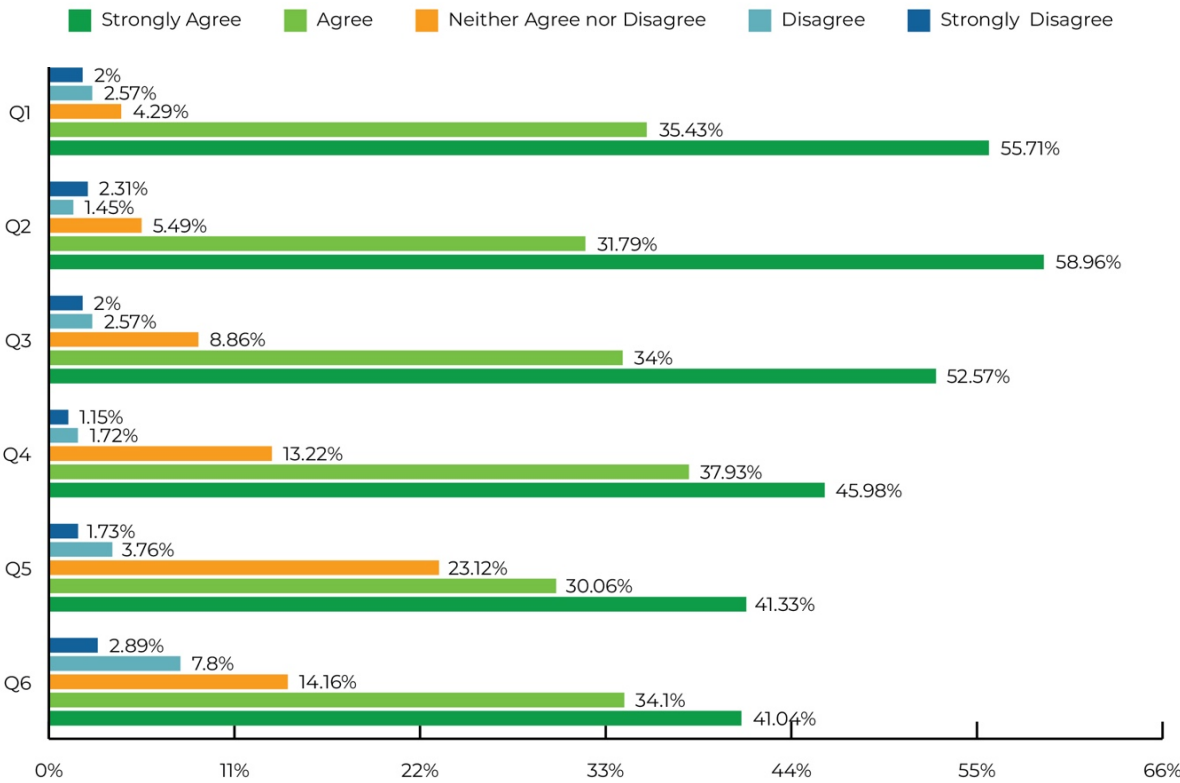




UNDERSTANDING INCLUSION WITHIN DESTINATION ORGANIZATIONS

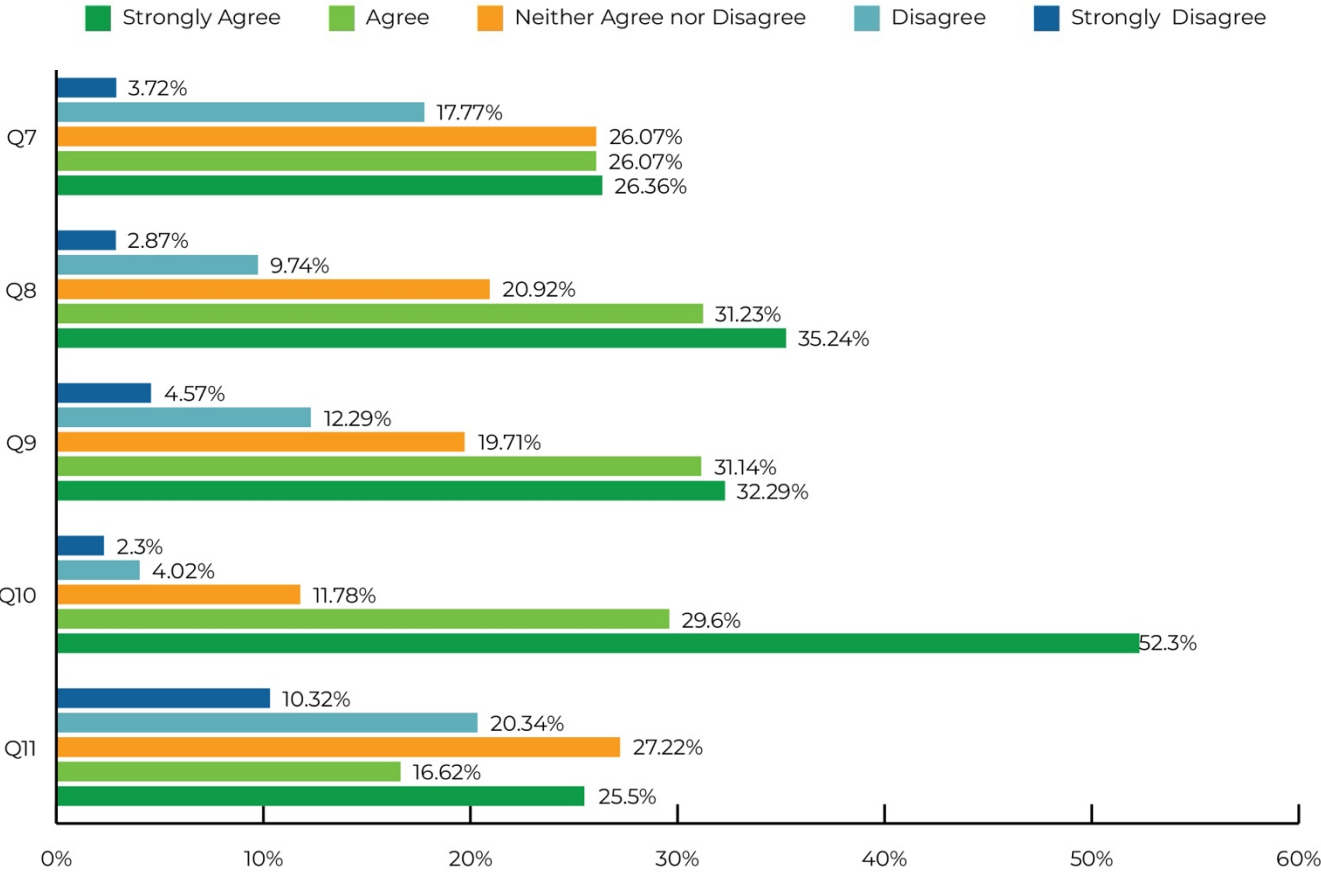
We asked respondents to rate their level of agreement, from strongly agree to strongly disagree, on statements summarizing an individual's sense of welcoming and belonging within their destination organization.

- Q1:** Our organization is committed to creating, respecting, and valuing spaces that champion welcoming and belonging for people of different backgrounds, identities, and abilities.
- Q2:** I feel included and respected within my destination organization.
- Q3:** I am comfortable talking about my background and culture experiences with my colleagues.
- Q4:** Employees of different backgrounds, identities, and abilities interact well within our organization.
- Q5:** Management demonstrates a commitment to meeting the needs of employees with disabilities.
- Q6:** Our organization provides an environment for the free and open expression of ideas, opinions and beliefs.



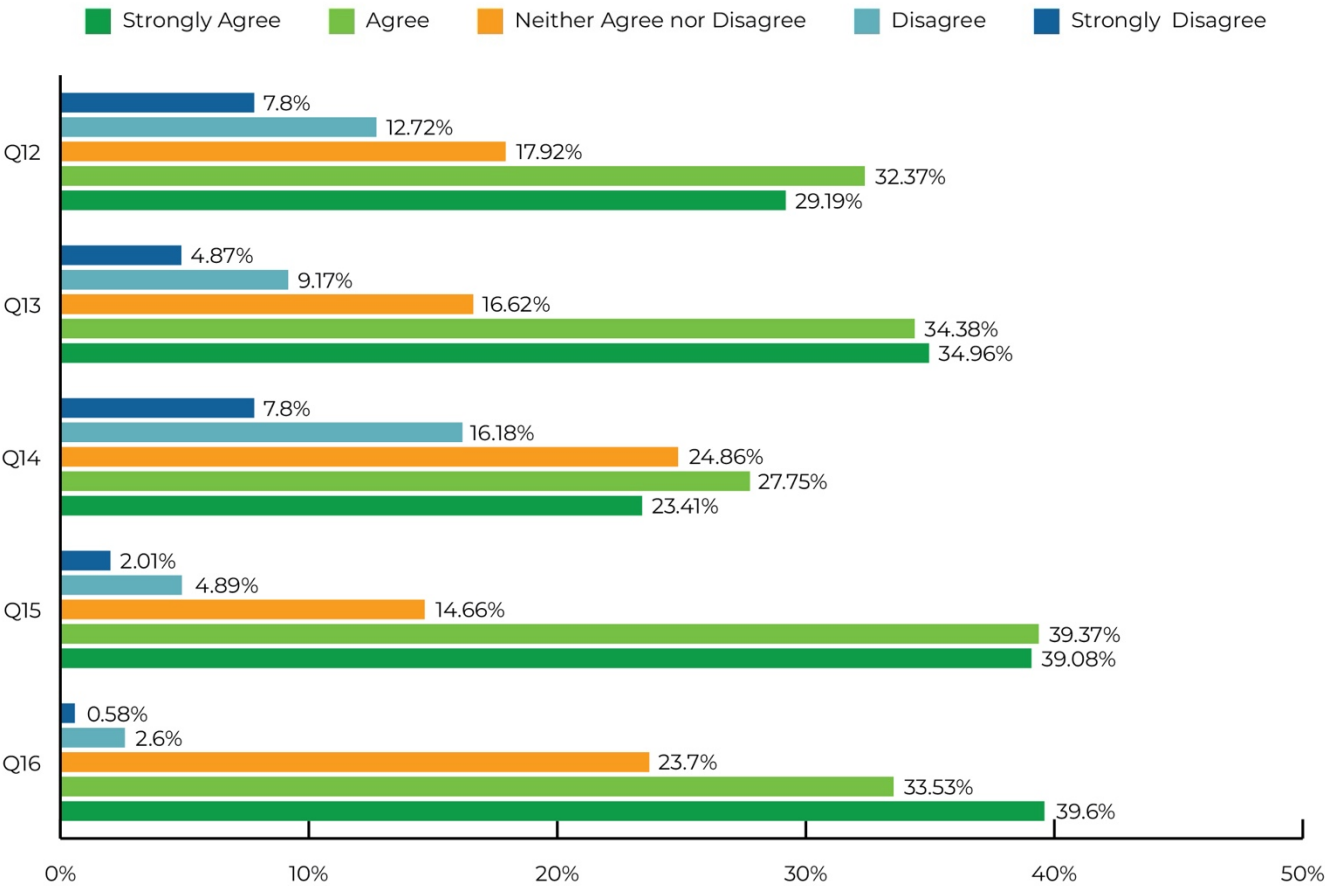
We asked respondents to rate their level of agreement, from strongly agree to strongly disagree, on statements summarizing an individual's sense of inclusion efforts made by their organization.

- Q7:** Our organization has accumulated enough resources committed to achieve our DEI goals. Such as budget, dedicated staff and community outreach.
- Q8:** Our organization has provided professional development opportunities on how to create an environment that welcomes people of all backgrounds, identities, and abilities.
- Q9:** Our organization has provided professional development opportunities that provide an understanding of how to become aware of unconscious biases.
- Q10:** Our organization has provided everyone access to equal employment opportunities regardless of their difference.
- Q11:** Achieving DEI objectives is part of our annual performance review.



We asked respondents to rate their level of agreement, from strongly agree to strongly disagree, on statements summarizing the role social inclusion plays within their destination organization.

- Q12:** There is cultural diversity among the employees at our organization.
- Q13:** I can voice a contrary opinion without fear of negative consequences.
- Q14:** Our organization has processes in place when DEI principals are not followed. Such as incidents of discrimination.
- Q15:** Perspectives like mine are included in decision making.
- Q16:** I want to see more cultural diversity in our organization.



We asked respondents to rate their level of agreement, from strongly agree to strongly disagree, on statements summarizing their understanding of how to implement inclusion initiatives within their destination organization.

Q17: I have a clear understanding of what diversity, equity, and inclusion means.

Q18: I have a clear understanding about what welcoming and belonging means.

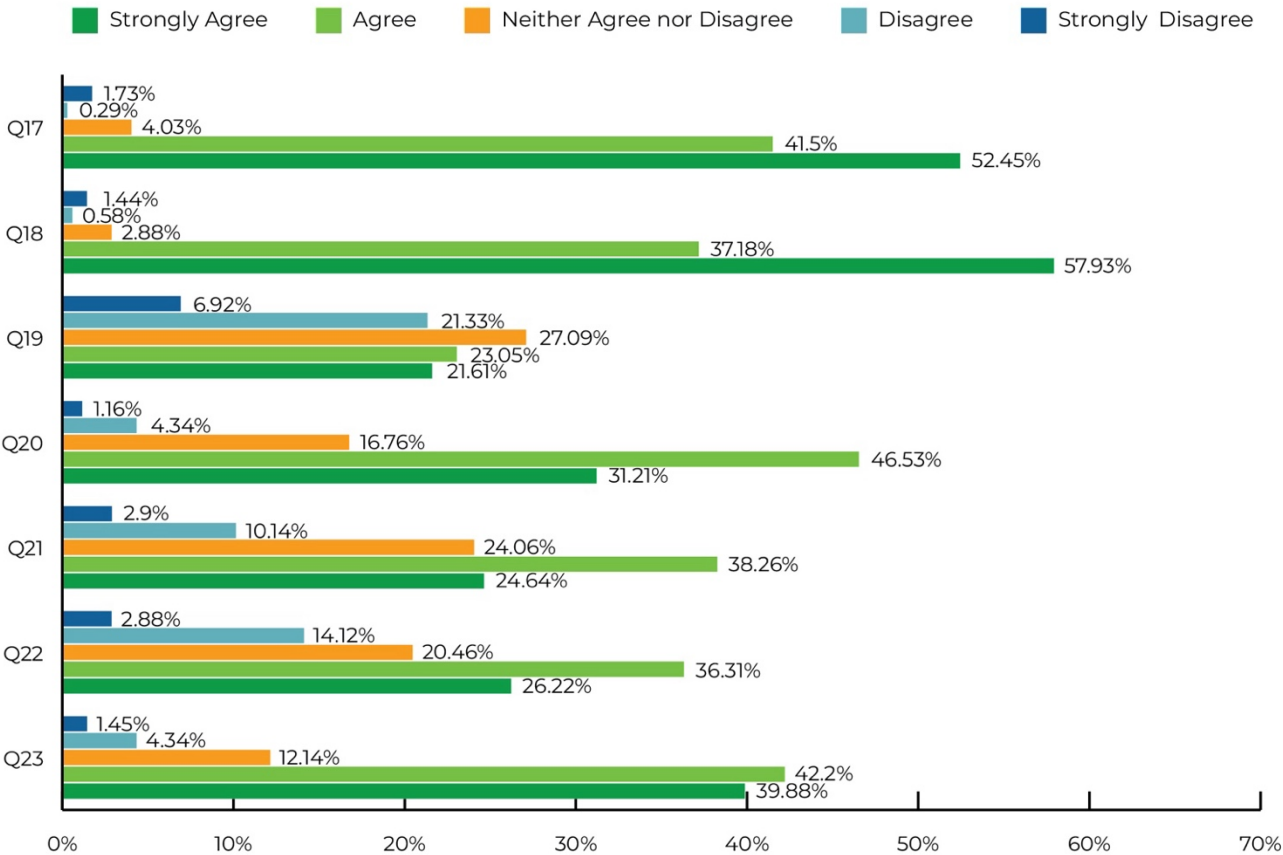
Q19: Our organization has measurable DEI objectives.

Q20: I have a clear understanding about how to create spaces that are welcome for all.

Q21: Our organization does a good job of hiring a workforce that is inclusive of different perspectives, identities, and abilities.

Q22: Our organization does a good job of discussing how to develop destinations that intentionally welcome people of all backgrounds and abilities in meetings and annual planning sessions.

Q23: Our organization creates a culture of belonging and is welcoming to all.



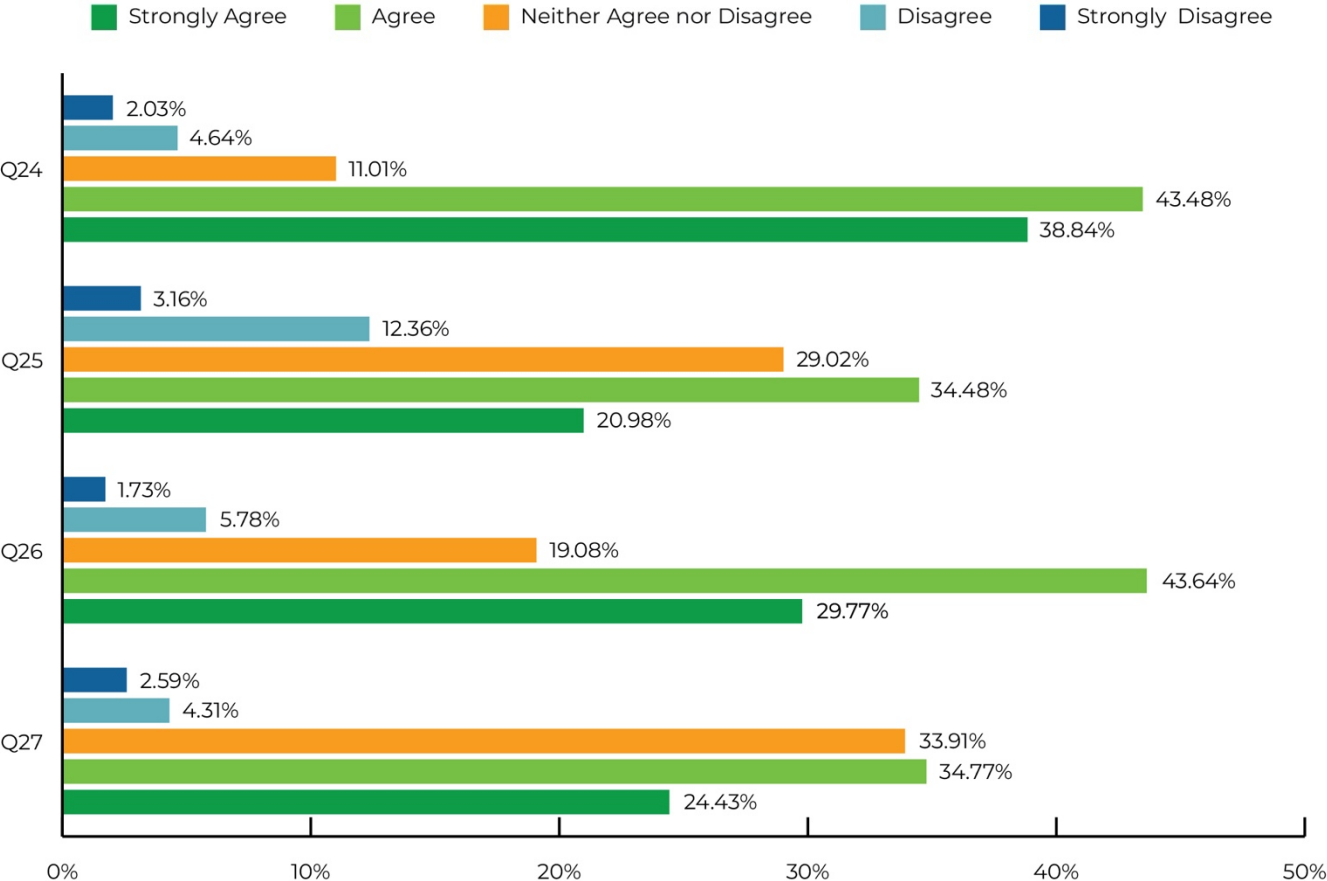
We asked respondents to rate their level of agreement, from strongly agree to strongly disagree, on statements summarizing the role inclusion has in destination promotion and community engagement efforts.

Q24: Our organization utilizes diverse representation in our marketing and media promotions.

Q25: Our organization actively seeks and uses diverse vendors when purchasing products or services.

Q26: Our organization’s external messaging demonstrates and reflects the different perspectives, identities, and abilities of our community.

Q27: Over the past year, I have witnessed significant change in my organization’s commitment to welcoming people of all backgrounds, identities, and abilities.

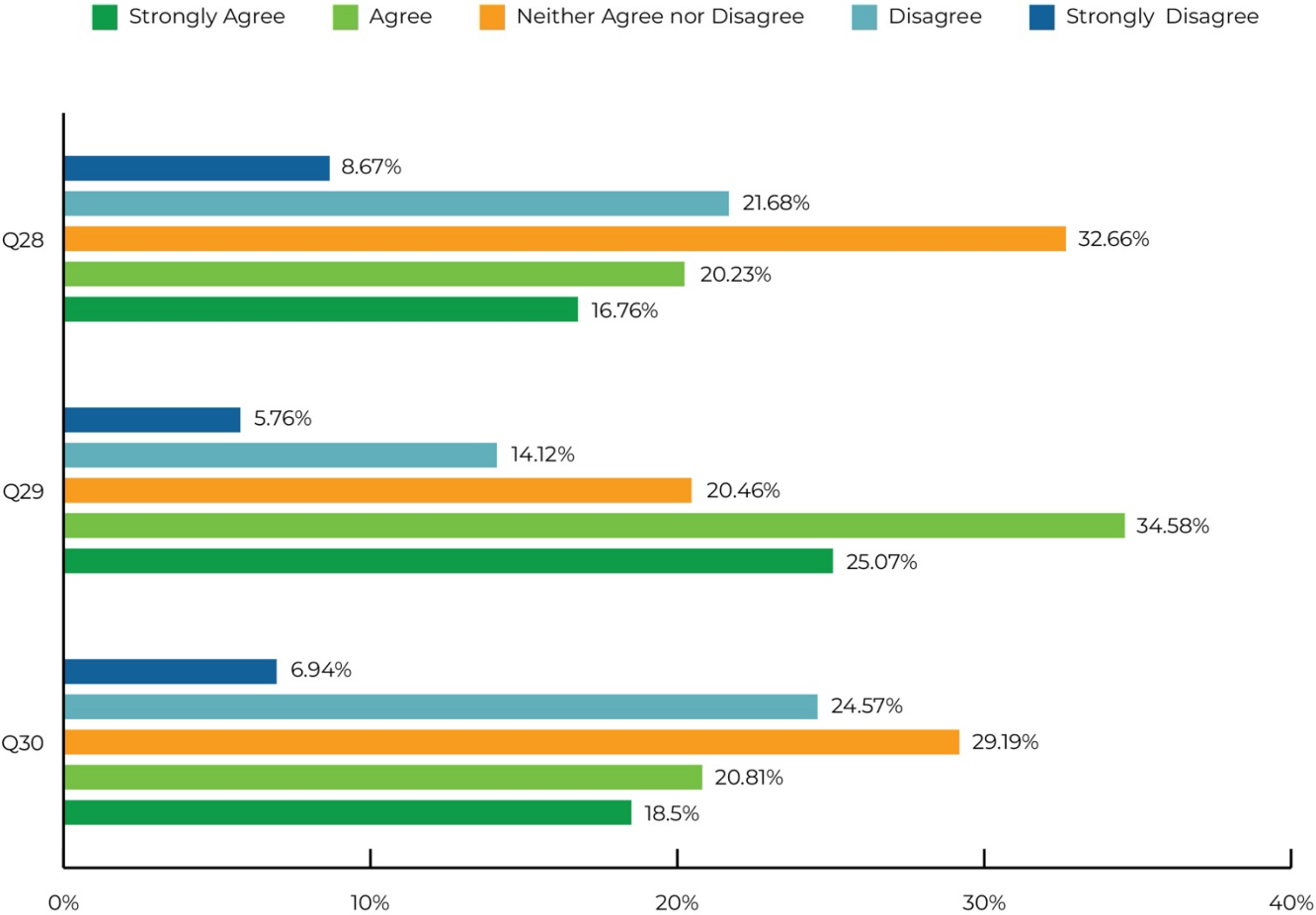


We asked respondents to rate their level of agreement, from strongly agree to strongly disagree, on statements summarizing inclusion-related accountability efforts within the destination organization.

Q28: Accountability is in place for our organization if DEI goals and/or objectives are not met.

Q29: Our board of directors includes people with different backgrounds, identities, and abilities and is representative of our community.

Q30: Our organization has discussed the meaning and importance of succession planning.

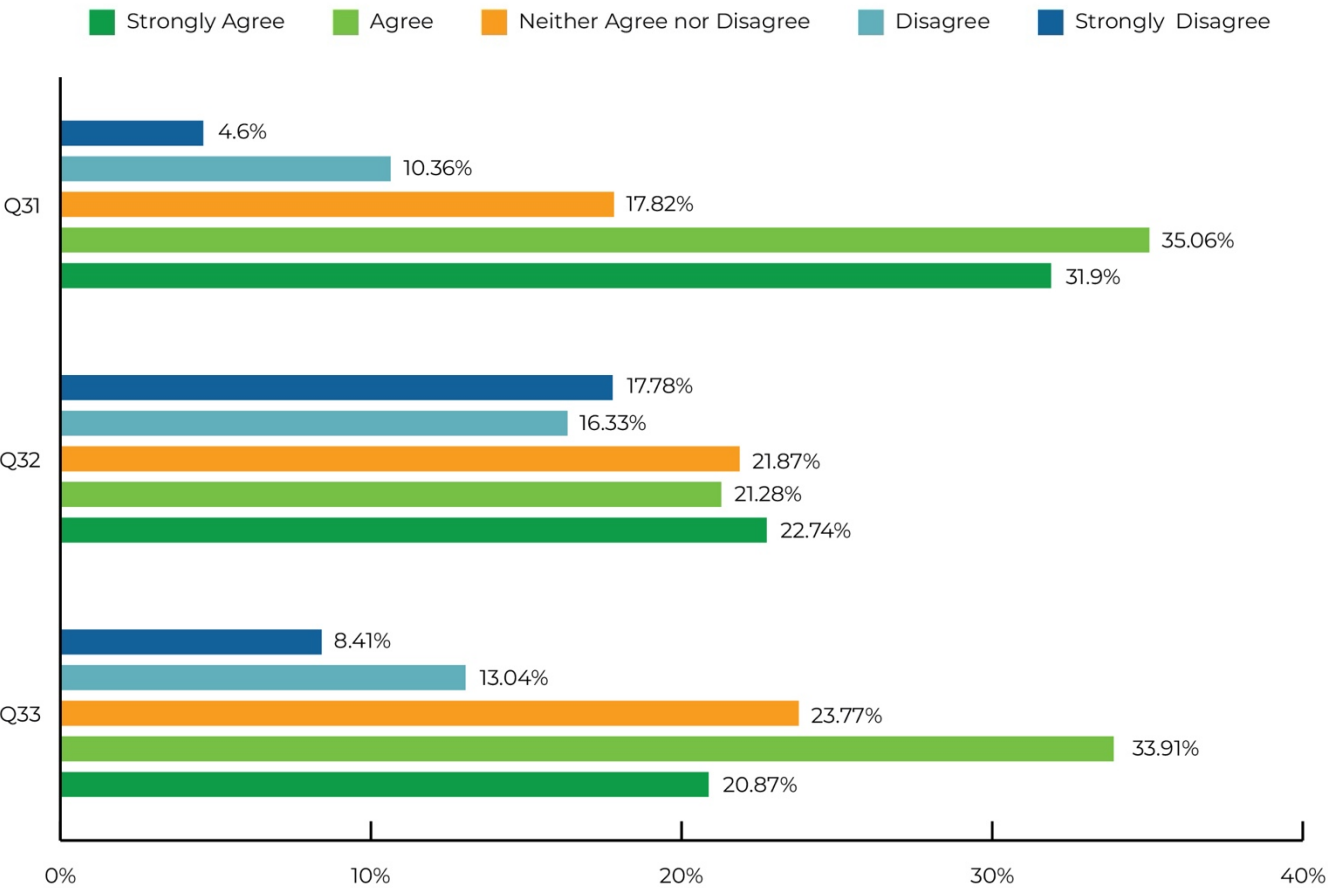


We asked respondents to rate their level of agreement, from strongly agree to strongly disagree, on statements summarizing health benefits within a destination organization.

Q31: Our organization benefits package directly supports mental health and wellbeing.

Q32: Our organization offers at least three months of family leave to take care of a new child.
(Minimum 100% paid for 90 days)

Q33: I feel my salary is compensated fairly to my peers within my organization.

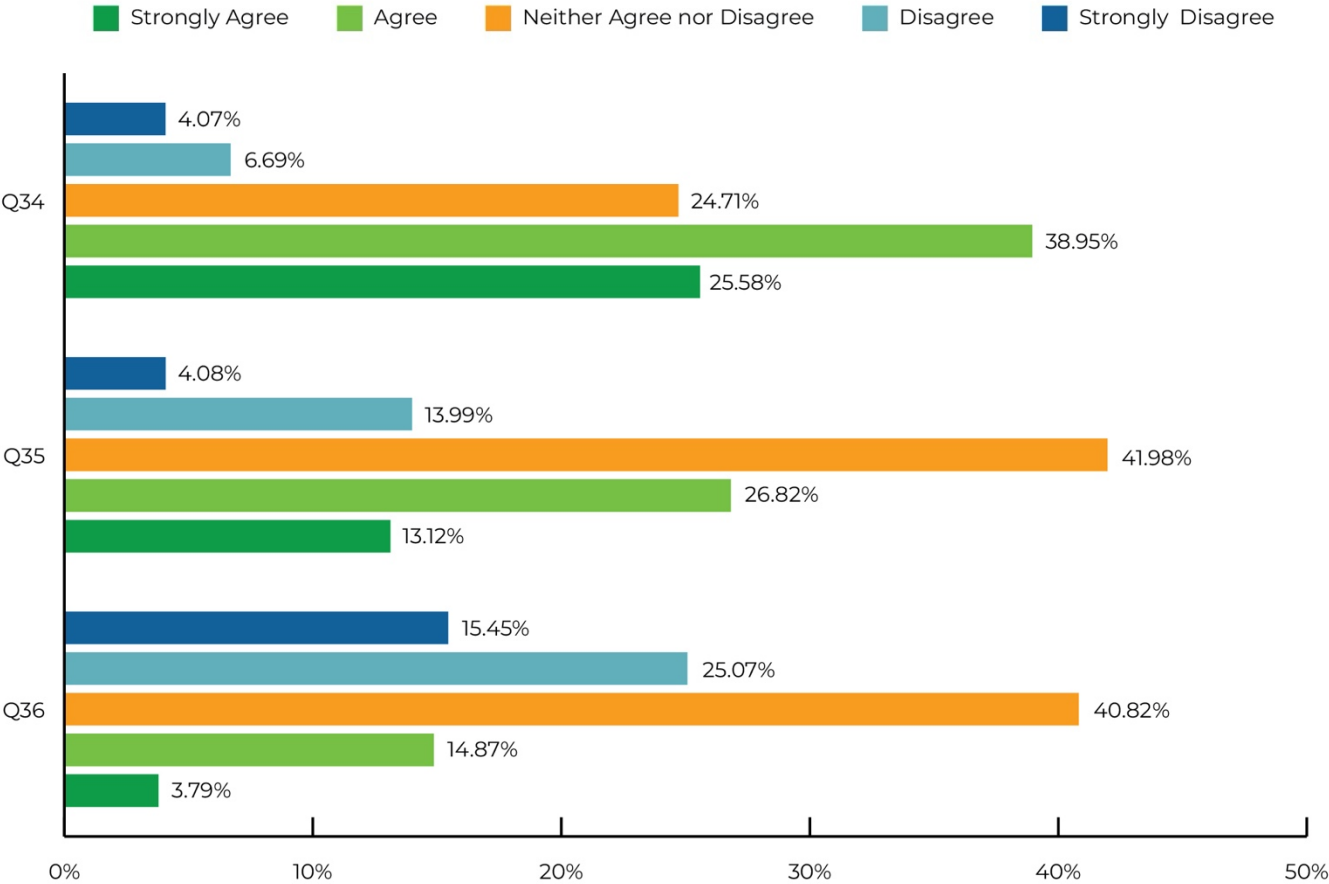


We asked respondents to rate their level of agreement, from strongly agree to strongly disagree, on statements summarizing “EDI fatigue.”

Q34: Certificates and accreditations in creating welcoming environments would provide me and our organization with knowledge to create actionable strategies to welcome people of all backgrounds, perspectives, and abilities.

Q35: "DEI fatigue" is taking place in the travel industry.

Q36: "DEI fatigue" has taken place within our destination organization.



OUR HIGH SCORES

Generally, across the board, respondents agree or strongly agree with the below statements:

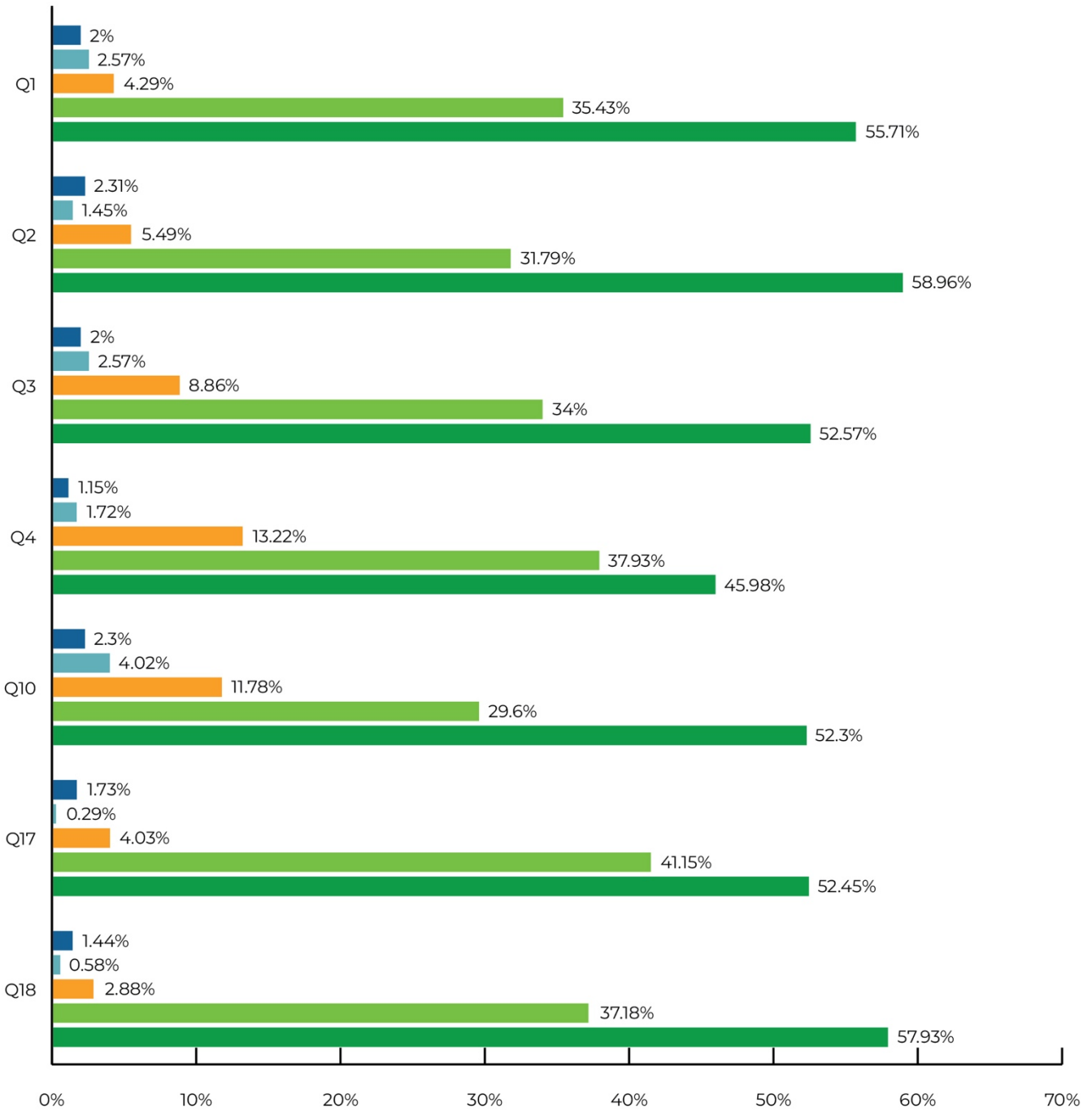
- Q1:** Our organization is committed to creating, respecting, and valuing spaces that champion welcoming and belonging for people of different backgrounds, identities, and abilities.
- Q2:** I feel included and respected within my destination organization.
- Q3:** I am comfortable talking about my background and culture experiences with my colleagues.
- Q4:** Employees of different backgrounds, identities, and abilities interact well within our organization.
- Q10:** Our organization has provided everyone access to equal employment opportunities regardless of their differences.
- Q17:** I have a clear understanding of what diversity, equity, and inclusion means.
- Q18:** I have a clear understanding about what welcoming and belonging means.

INSIGHTS

Over 55% of respondents strongly agree with feeling respected, valued, and included within their destination organization. They believe their organization has established an inclusive environment where all backgrounds and abilities are welcomed. Differences are welcomed in the workplace and respondents feel like they have a clear understanding of what welcoming and belonging means along with diversity, equity, and inclusion.

While employees do feel included and welcome, results *do* indicate negativity surrounding feeling comfortable sharing one's opinion without fear, as well as feeling like one's opinions are used in decision making. This negativity has been consistent since 2022, and conveys that cultural inclusion has not been fully attained.

■ Strongly Agree
 ■ Agree
 ■ Neither Agree nor Disagree
 ■ Disagree
 ■ Strongly Disagree



WHERE WE IMPROVED

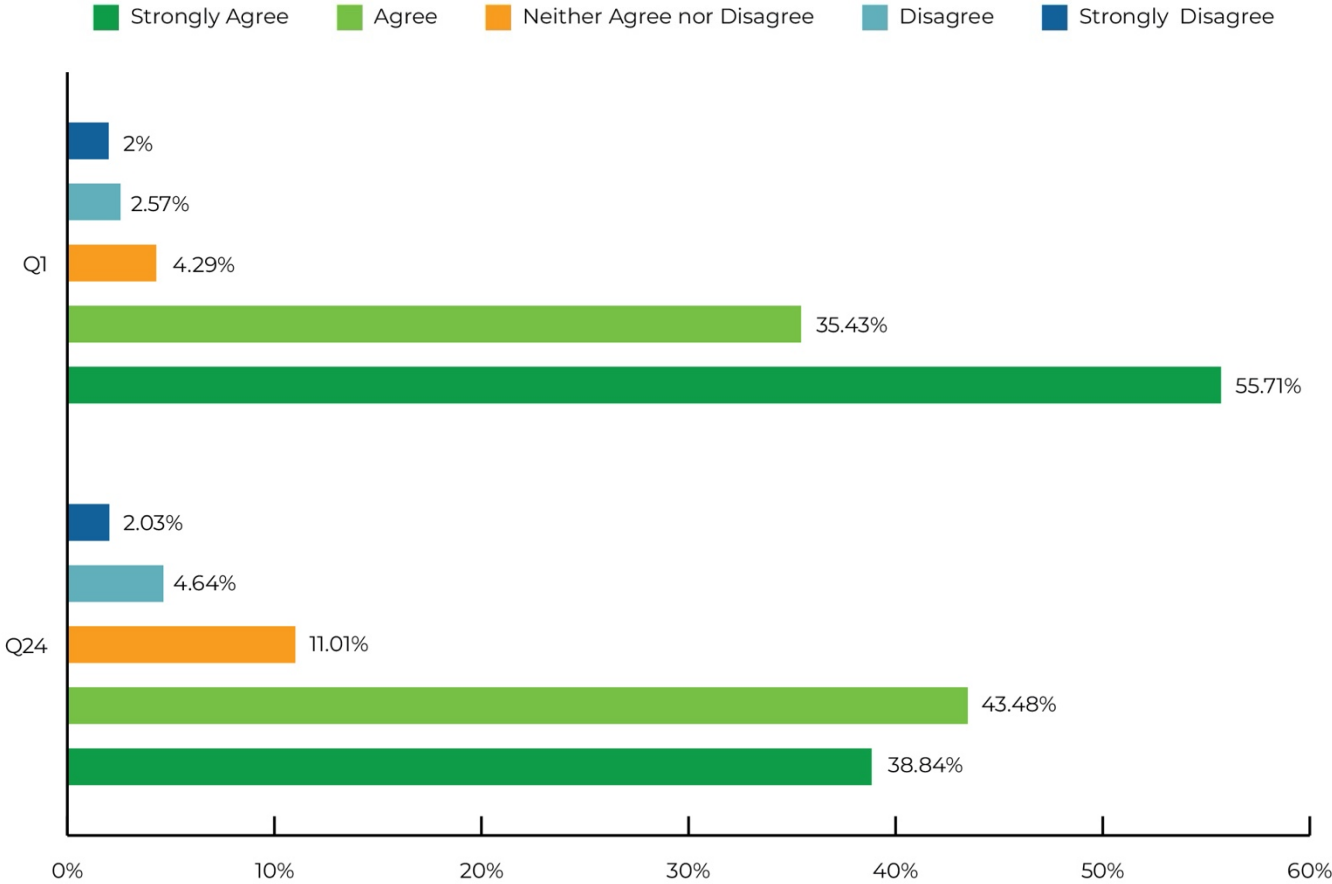
Two areas of improvement are noted when comparing these questions to our 2020 and 2022 studies.

Q1: Our organization is committed to creating, respecting, and valuing spaces that champion welcoming and belonging for people of different backgrounds, identities, and abilities. (Note: This Question 1 differs from the question posed in 2022).

Q24: Our organization utilizes diverse representation in our marketing and media promotions.

INSIGHTS

The commitment to respecting and creating welcoming spaces has improved by 4.5% in comparison with the 2022 study. An example from this data shows a 2% increase in incorporating diverse representation in marketing and media promotions.



WHERE WE NEED TO IMPROVE

An opportunity exists to embed practices of inclusion in organization operations. This extends from strategic planning, to creating accountability, to measuring impact. Similarly, organizations must continue to consider the human aspects of inclusivity: from board members, to hiring practices, to benefits and pay equity.

Q11: Achieving DEI objectives is part of our annual performance review.

Q19: Our organization has measurable DEI objectives.

Q21: Our organization does a good job of hiring a workforce that is inclusive of different perspectives, identities, and abilities.

Q22: Our organization does a good job of discussing how to develop destinations that intentionally welcome people of all backgrounds and abilities in meetings and annual planning sessions.

Q25: Our organization actively seeks and uses diverse vendors when purchasing products or services.

Q28: Accountability is in place for our organization if DEI goals and/or objectives are not met.

Q29: Our board of directors includes people with different backgrounds, identities, and abilities and is representative of our community.

Q30: Our organization has discussed the meaning and importance of succession planning.

Q32: Our organization offers at least three months of family leave to take care of a new child. (Minimum 100% paid for 90 days)

Q33: I feel my salary is compensated fairly to my peers within my organization.

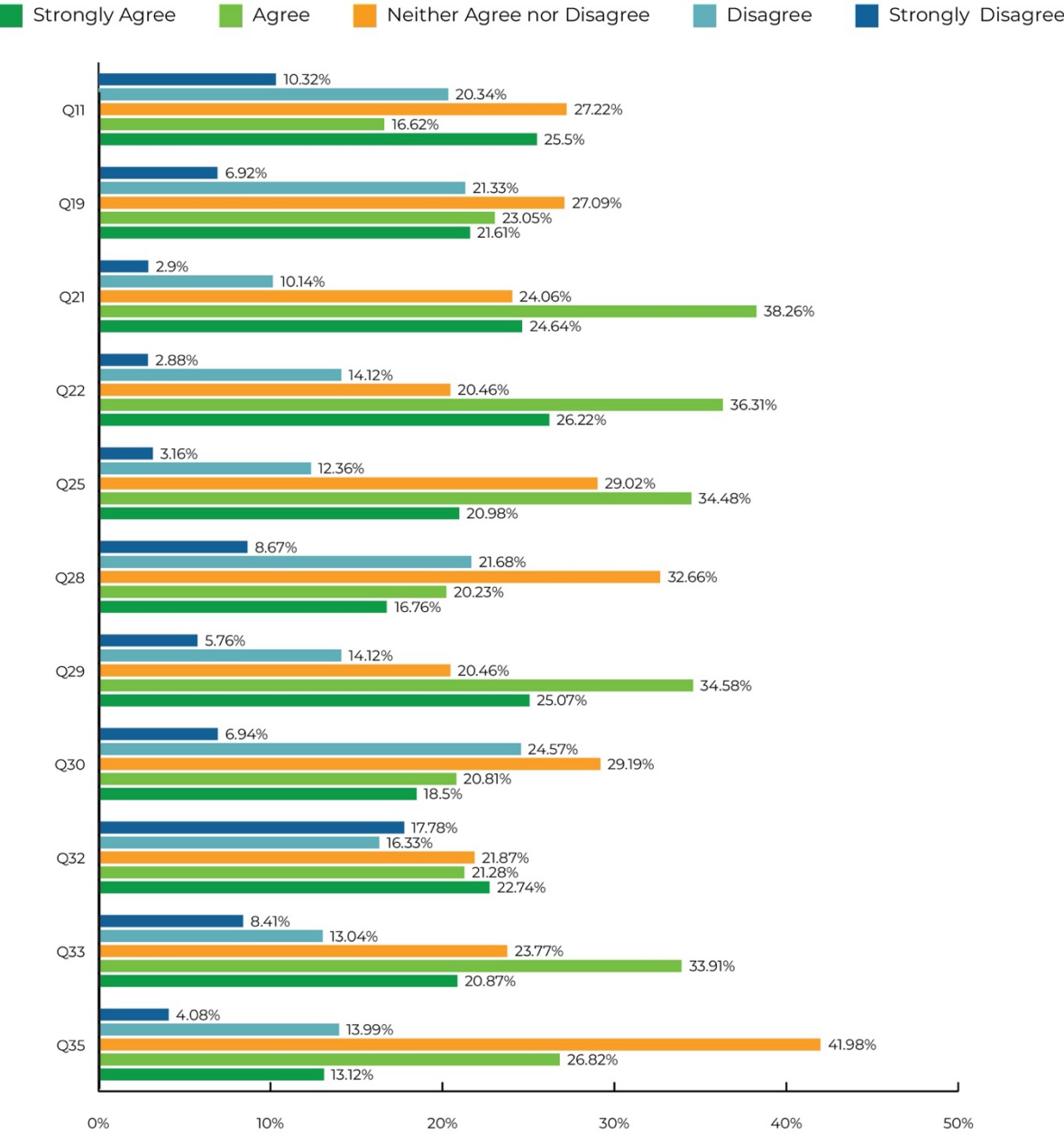
Q35: "DEI fatigue" is taking place in the travel industry.

INSIGHTS

While data from 2022 demonstrates an improvement to welcoming people of all backgrounds and abilities, opportunity exists to implement, operationalize, and create accountability for social inclusion efforts. The creation and incorporation of tangible goals is a gap among destination organizations. Organizations have yet to incorporate diversity into their board operations and hiring practices. Organizations have an opportunity to improve benefits and awareness of pay equity.

Succession planning is another major area destination organizations need to improve upon to retain employees in this industry in addition to holding discussions that explain the organizations' compensation package inclusive of how salary is calculated.

Data shows 57% of our respondents have said they agree or are neutral about experiencing or noticing that 'DEI Fatigue' is taking place in the industry,; a reason for this could be the lack of knowing how to get started, how to measure progress, and connecting the importance of inclusion alongside other immediate challenges that destination organizations are facing.



NEW DATA POINTS FOR 2023

Q11: Achieving DEI objectives is part of our annual performance review.

Q14: I identify as having one or any of the following disabilities: Auditory disability, visual disability, cognitive disability, mobility disability, neurodivergent, disability not listed.

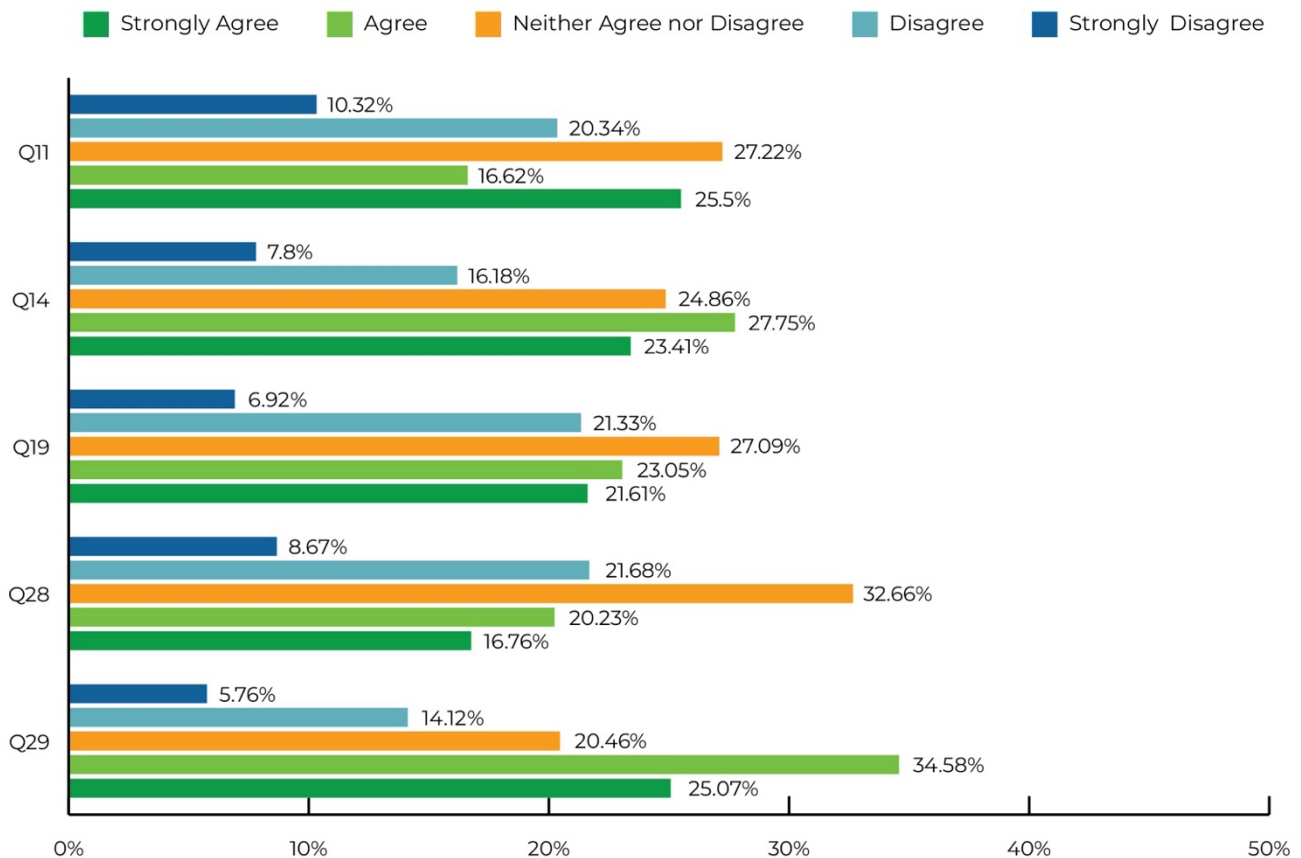
Q19: Our organization has measurable DEI objectives.

Q28: Accountability is in place for our organization if DEI goals and/or objectives are not met.

Q29: Our board of directors includes people with different backgrounds, identities, and abilities and is representative of our community.

INSIGHTS

14% of respondents do not feel they can voice a contrary opinion without fear of negative consequences, and 6% do not feel their perspectives are included in decision making. This negativity persists from 2022, and demonstrates that barriers to true inclusivity exist. Responses to new questions validate the opportunity for transparency surrounding operationalization.



Q31: Our organization benefits package directly supports mental health and wellbeing.

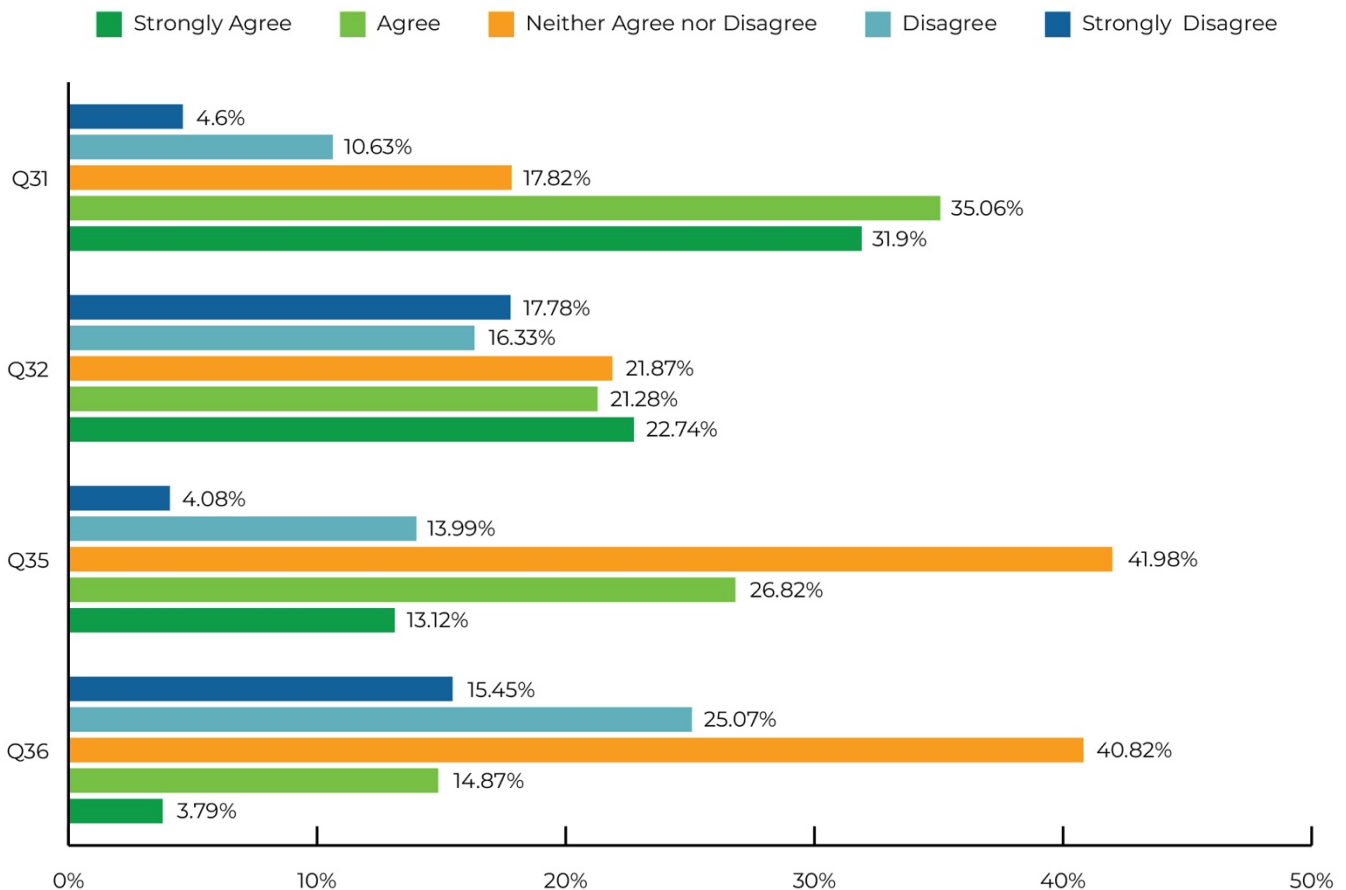
Q32: Our organization offers at least three months of family leave to take care of a new child.
(Minimum 100% paid for 90 days)

Q35: "DEI fatigue" is taking place in the travel industry.

Q36: "DEI fatigue" has taken place within our destination organization.

INSIGHTS

New questions in 2023 provide perspectives around operationalization, equitable experience, and industry reflection. High neutral scores across these questions indicate an opportunity to educate and communicate progress to employees. When asked about DEI fatigue, respondents demonstrate a greater sense of fatigue in the industry at large than within their own organizations. This suggests that despite politicization of DEI broadly, employees recognize the impact of initiatives taken within their own workplace.





CONCLUSION

2023 Social Inclusion Study on Destination Organizations

CONCLUSION

WE NEED TO HAVE STRATEGIC DISCUSSIONS ABOUT INCLUSION AND FOCUS ON ACCOUNTABILITY AND GOAL SETTING.

Foundational progress has taken place since the release of this annual study in 2020. Respondents feel like they have a clearer understanding of what inclusion and equity means through a welcoming and belonging lens, and destination organizations are striving to create spaces where people feel like they belong and can express themselves. Marketing campaigns and strategies may reflect these sentiments.

Accountability starts with alignment and setting clear goals that consider everyone's perspectives.

The results show that employees often hesitate to express their opinions due to fear of negative consequences. Organizations need to create safer environments and thoughtfully acknowledge input from people of all abilities and backgrounds.

To achieve this, leaders must be trained in emotional intelligence. Incorporating emotional intelligence into leadership practices enhances employee retention and engagement.

Once goals are established and accountability is promoted, they need to be communicated transparently to gain buy-in across the organization. The more employees feel heard, the more likely they are to take responsibility for the organization's strategy and genuinely welcome visitors.

By creating alignment and accountability that takes all voices into consideration, organizations can begin to reduce DEI fatigue.

Here's how to get started:

- Meet with your teams to discuss the findings from this report.
- Clarify the purpose of your inclusion goals and define what success looks like.
- Use an inclusive lens in the strategic planning process.
- Communicate the role each employee plays in championing inclusion.

INCLUSION IS CRITICAL TO THE HOLISTIC GROWTH OF A DESTINATION.

Our [social inclusion framework](#) highlights how creating welcoming spaces where people feel like they belong are at the core of critical issues that destinations are dealing with. Utilize this framework to discuss challenges and priorities in your destination. Identify how your organization can engage community members to influence change.

Destination organizations should use their foundational understanding of inclusion, welcoming and belonging to delve deeper about how to incorporate and invite different perspectives into the organizational strategy, community engagement, and visitor experience processes. Consider the voices that are currently a part of these conversations and then consider voices that are missing. For example: are destinations being intentional about including underrepresented community members, people with different abilities or indigenous backgrounds into planning conversations? What is the destination strategy to attract and retain people of different ages, racial identities, gender preferences, sexual preferences and abilities into our industry?

Here's how to apply our Social Inclusion framework:

1. Identify key topics relevant to your destination.
2. Explain the importance of these topics to the destination.
3. Review the ongoing inclusion-related initiatives.
4. Examine the current involvement of underrepresented groups in these topics.
5. Explore ways to include or engage underrepresented groups in these topics.

Implementation and accountability are often the hardest parts of progress; we encourage our destinations to use the [Social Impact Assessment Tool](#) (formerly the EDI Assessment Tool) to receive baseline information and metrics for new users or to measure progress for returning users. This platform assesses the destinations' workplace dynamics, operations and policies, vendor/supplier sourcing, community engagement, accessibility, board diversity, and destination stewardship through an inclusion lens. Upon receiving the results and leading practices, meet with team members to develop a plan on how to move forward within the context of the destination environment.

The [inclusive leadership pledge](#) (formerly the CEO EDI pledge) is another resource for destination leaders to get started and to be held accountable. This pledge includes six pillars that acknowledge the importance of this work, how to get started, and how to learn from industry colleagues.

A concluding reminder that inclusion is about human beings; empathy and connection are immensely valuable components of this work. As you review this data individually and with your teams, we encourage you all to celebrate your wins and discuss tangible goals to improve your inclusion initiatives.

Follow our inclusion work: DestinationsInternational.org/Social-Inclusion