DESTINATIONS INTERNATIONAL

2022

EQUITY, DIVERSITY & INCLUSION

STUDY

ON DESTINATION ORGANIZATIONS

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Message from the President & CEO

Let me begin by thanking everyone for their continued commitment and support in the area of equity, diversity and inclusion (EDI). We are proud of the work that has been done under the leadership of Melissa Cherry, chief diversity and inclusion officer with Miles Partnership, our wonderful co-chairs and the very active EDI committee. Their work has truly made progress on this critically important area for our industry. We would also like to give a special thanks to our EDI Committee co-chairs Sonya Bradley, chief of diversity, equity and inclusion at Visit Sacramento and Timothy Bush, CDME, TMP, chief marketing officer at Visit Lake Charles as well as Research Sub-committee chair Connie Kinnard, vice president of multicultural tourism and development at the Greater Miami Convention & Visitors Bureau for all their leadership.

Destinations International continues to be committed to transforming destination communities through thought leadership, best practices and tools based on EDI principles, policies and procedures. However, we know we must continue to advance our work and our new initiatives to provide measurement, resources and other tools to validate our work and progress.

With this in mind, I am very pleased to share the 2022 Equity, Diversity and Inclusion Study on Destination Organizations. This study was first conducted in 2019 to benchmark the diversity and inclusion within destination organizations and continued into 2020 to further collect baseline data by directly surveying our individual members. The 2022 study continues that work to focus on key areas of research and data surrounding EDI in destination organizations. Special thanks to the research committee and the commitment of Andreas Weissenborn, vice president of research and advocacy at Destinations International, for their commitment to this work. No doubt that these insights will provide the necessary groundwork for moving destination organizations forward.

We hope you take the insights and analytics provided in this study to be a catalyst for change in your organization and community.

Thanks to your support, we look forward to moving forward together as an industry.

Don Welsh
President and CEO,
Destinations International

Special Thanks

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

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& Visitors Bureau (Chair)

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INTRODUCTION

Introduction

In 2017, Destinations International made the decision to prioritize Equity, Diversity and Inclusion (EDI) as a strategic goal for the association. From that point forward, and through the support and leadership of the board and EDI Committee, Destinations International set on a path to be a leader in equity, diversity and inclusion on behalf of the membership and the broader tourism industry. This process is not only a commitment, but also a long-term strategy to achieve organizational success. Here are just a few milestones that have helped build a foundation for our work:

- **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 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 2019 – April 2020:** Over the course of 2019 and into 2020, work continued by implementing EDI educational opportunities across all signature events including Annual Convention and discipline-focused summits.

- **July 2020:** Announced the first memorandum of understanding (MOU) with the National Coalition of Black Meeting Professionals, released a Board Diversity best practices 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 and opportunities to enable structural social change for the benefit of our members' communities.

- **February - December 2021:** Launched EDI Masterclass series in partnership with The Ladipo Group designed for executive leadership around the topics of emotional intelligence, effective communication, microaggressions, unconscious bias and allyship.

Which brings us to 2022. Today, Destinations International continues to be committed to transforming destination communities through thought leadership, best practices and tools based on EDI standards and principles. To continue to develop and advance strategies to achieve our vision, it is critical that we continue to benchmark data from our members to track and measure progress on behalf of the destination marketing and management industry.

In the fall of 2021, we again looked to document and collect baseline data by directly surveying individuals within the Destination's International membership to help maintain a snapshot of our workforce examining overall demographics and perceptions on EDI within their destination organizations. The following summary report outlines data collected in October 2021 from 491 respondents, identifying age, gender, title, racial ethnicity, sexual identity, religion, ability and military veteran status. Additionally, over 20 statements on EDI were developed to measure how destination organizations and staff embrace equity, diversity and inclusion.

THE
BUSINESS CASE
FOR DIVERSITY

The Business Case for Diversity

McKinsey & Company researched the financial impact of diversity of companies across industries. Their May 2020 report, _Diversity Wins_, reviewed 1,000+ companies in 15 countries globally. They found that companies in the top quartile for racial and ethnic diversity are 36% more likely to have financial returns above their respective national industry medians and 25% more likely to have financial returns above their respective national industry medians for gender diversity. In contrast, their report also revealed the negative impact to companies in the bottom quartile for both gender and ethnic and cultural diversity as being 29% less likely to achieve above-average profitability than were all other companies in their data set.

"Companies in the top quartile for both gender and ethnic diversity are 12% more likely to outperform all other companies in the data set," according to the 2020 _Diversity Wins_ report.

In addition, there has been countless published research from academia, corporations and other organizations that further supports that diverse and inclusive teams tend to be more creative and innovative than homologous teams by bringing different experiences, perspectives and approaches to solving day-to-day business challenges.

Diverse teams are also better equipped to target and serve diverse customer markets, such as women, ethnic minority, and LGBTQ+ communities who currently represent an increasing share of consumer purchase power that is often overlooked or not leveraged by many organizations.

Also, according to the McKinsey & Company Report, the business case for diversity suggests that diversity beyond gender and racial ethnicity, as well diversity of experience, are also likely to bring some level of competitive advantage for organizations that are able to attract and retain diverse talent.

In the report that follows, Destinations International will highlight the opportunities and importance of why initiating Equity, Diversity and Inclusion best practices will be critical for the recovery and growth of our industry.

"

Companies in the top quartile for both gender and ethnic diversity are 12% more likely to outperform all other companies in the data set.

"

- _2020 Diversity Wins report by McKinsey & Company_

DATA, INSIGHTS & OPPORTUNITIES

Organizational Profile

The below data shows that the average profile of a destination organization of the data collected resides within the Southeast or Midwest, has an operating budget of less than $10M, and represents a city as its promotional geographic area. In regards to operating budget, mostly due to the pandemic, every category shrank from last year, with most from the top end dropping down a category or two. Even though budget categories for many destination organizations shrank, representation did not, as respondents from both Canada and other international countries grew by 50%.

Geographic Region

Region	Percentage
US Northeast	11.20%
US Midwest	19.55%
US Southeast	26.68%
US Southwest	14.05%
US West	10.59%
US Pacific	5.09%
Canada: Pacific Region	3.46%
Canada: The Prairie Provinces	0.81%
Canada: The Northern Territories	0.00%
Canada: Central Canada	1.22%
Canada: The Atlantic Region	0.61%
Other	6.72%

Legend:
- US Northeast
- US Midwest
- US Southeast
- US Southwest
- US West
- US Pacific
- Canada: Pacific Region
- Canada: The Prairie Provinces
- Canada: The Northern Territories
- Canada: Central Canada
- Canada: The Atlantic Region
- Other

Promotional Geography

Category	Percentage
City	54.79%
Single County	30.35%
Multiple Counties/Regions	20.37%
State/Province	6.72%

Annual Operating Budget

Category	Percentage
$0 - $500K	2.44%
$501K - $1M	8.35%
$1M - $3M	20.77%
$3.1M - $5M	11.20%
$5.1M - $10M	11.20%
$10.1M - $15M	13.24%
$15.1M - $20M	9.16%
$20.1M - $30M	8.15%
$30.1M - $50M	3.05%
$50.1M - $100M	1.83%
$100M+	0.61%
I Am Not Sure	9.98%
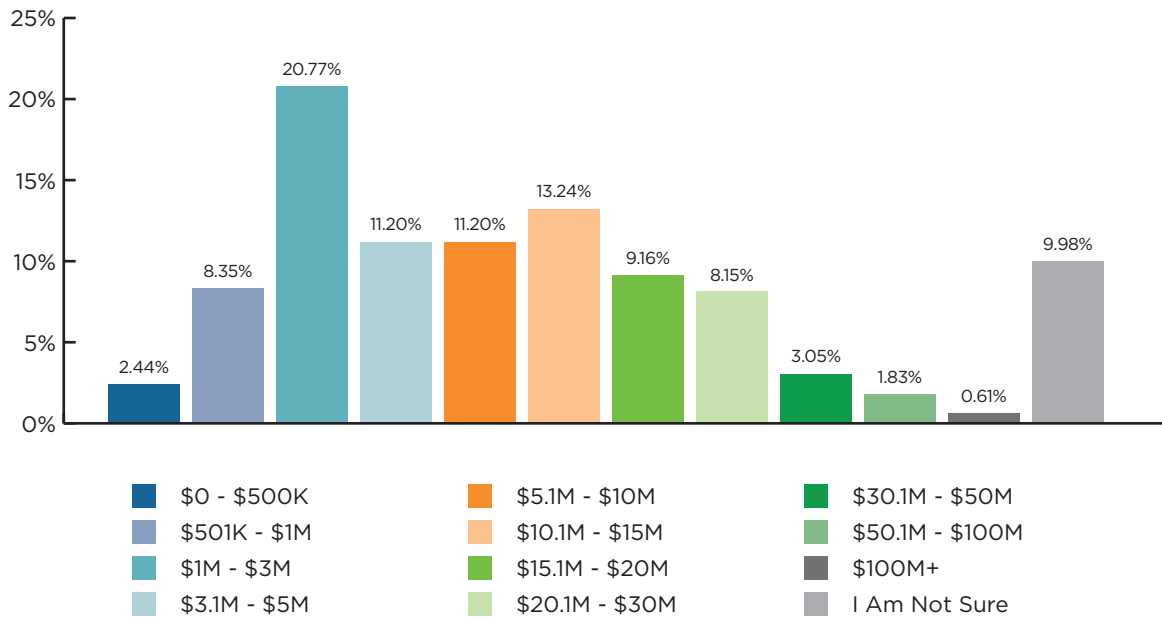
2020 VS. 2021 YEAR-OVER-YEAR COMPARISONS

To get perspective, we asked destination organizations to share some year-over-year (YOY) comparisons:

YOY Budget Comparison

Category	Percentage
Significantly Decreased	16.09%
Decreased	27.09%
Stayed the Same	20.98%
Increased	29.74%
Significantly Increased	6.11%

YOY FTE Comparison

Category	Percentage
Significantly Decreased	13.85%
Decreased	33.81%
Stayed the Same	26.48%
Increased	24.85%
Significantly Increased	1.02%

Returning FTE

Category	Percentage
I am a returning furloughed employee	8.06%
I am a returning terminated employee	2.07%
N/A	89.88%
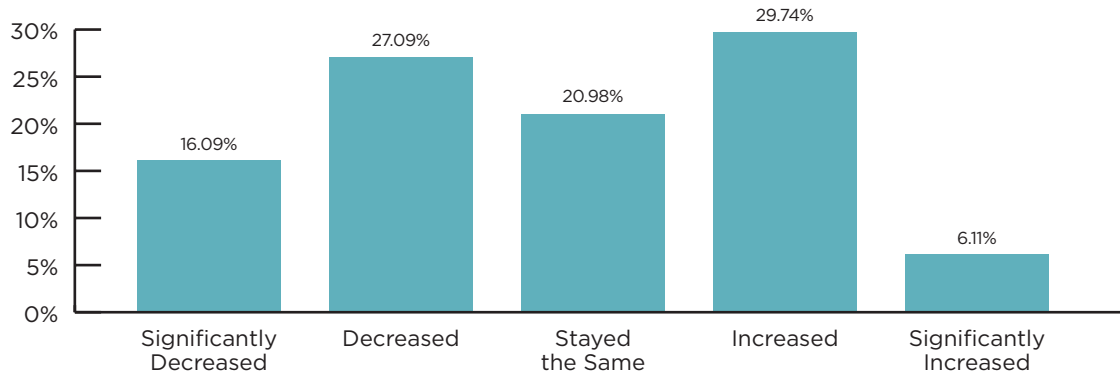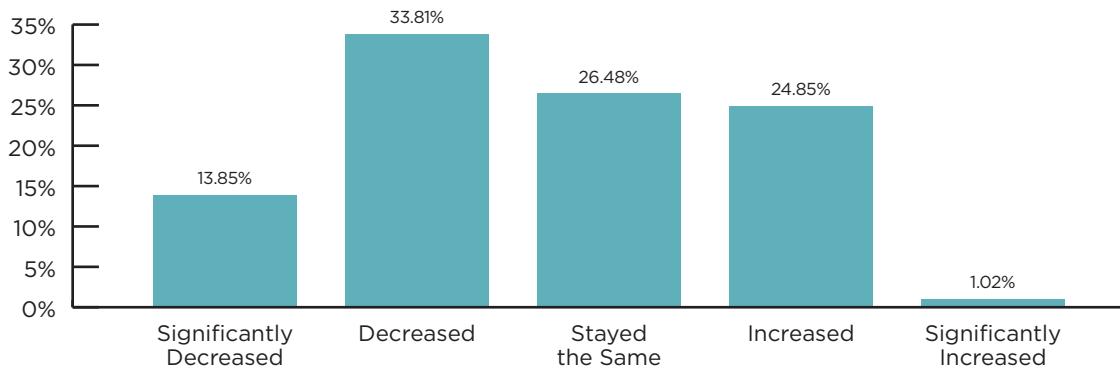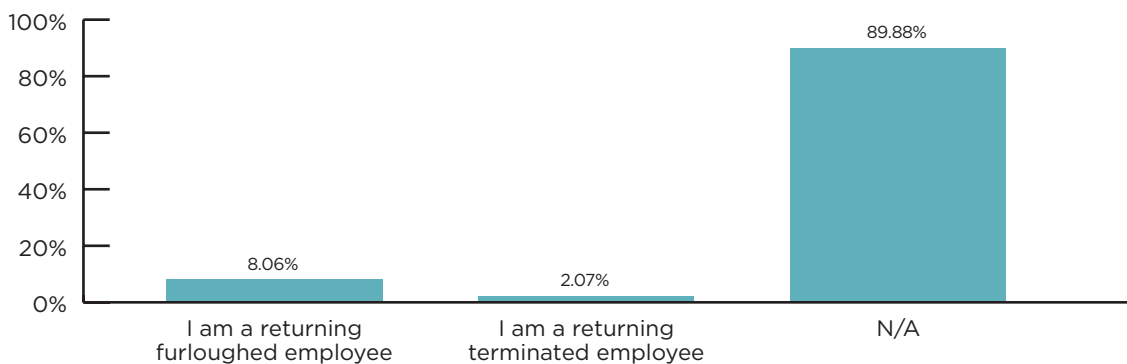
Demographic Snapshot

- Over 78% of all staffing was between the ages of 35-65, with prominence in the ages of 45-54.

- Repeating the trend from the 2020 study, female employees constitute the majority of staffing.

- Looking at the individual, 72% indicated they are Caucasian/white and 65% being Christian.

- Regarding racial identity, "Latino or Hispanic" and "Black or African American" groups all increased from 2020. Latino jumping 6% and Black almost 3% higher from our 2020 numbers.

- Religious identification largely remains the same from 2020, with only Atheism jumping in percentages.

- Sexuality, veteran status, and disabilities: 89% indicating they are heterosexual, 3% being a veteran, and 4% identifying with a disability.

Age

Age	Percentage
18-24	1.03%
25-34	18.18%
35-44	18.60%
45-54	32.64%
55-64	25.62%
65+	3.93%

Title

Title	Percentage
Executive/C-Suite/VP	40.70%
Director	27.27%
Manager	24.17%
Entry	7.85%

Tenure

Tenure	Percentage
< 1 Year	9.30%
1-3 Years	16.94%
3-5 Years	20.25%
5-10 Years	21.28%
10-20 Years	20.25%
20+ Years	11.98%
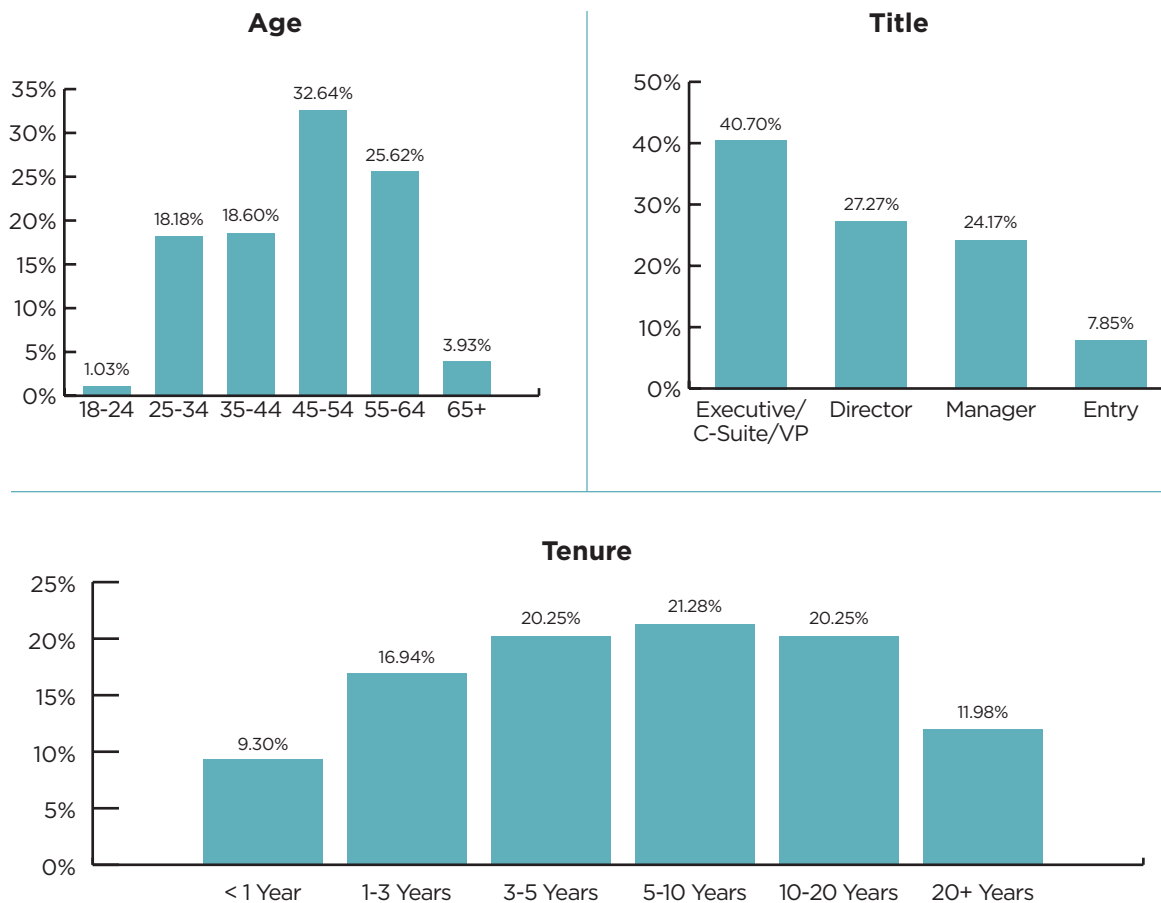
Professional Credentials

Bar	Value
CDME	23.90%
CMP	10.24%
MBA	4.88%
CTA	4.39%
SHRM	3.41%
TMP	2.93%
Other*	50.24%

Other*

ABC	CHAE	CTIS	MS
AICP	CHE	CTP	MS HRD
APR	CHIA	D&I	MTA
BAGTM	CHME	DES	PDM
BBA	CHO	EMC	PH.D
BCOMM	CHRM	FCDME	PHR
CAE	CHRP	HMCC	PMP
CASE	CHSP	HRM	SPHR
CATP	CIS	IOM	STS
CCP	CITP	JD	SPHR
CDE	CM	IOM	SDME
CDTP	CITP	LEC	TDM
CFE	CPA	MAAT	VEMM
CFMP	CPHR	MANP	
CGMP	CSEE	MIB	

Includes responses with 6 or less mentions

Race

Category	Value
Asian	1.65%
Black or African American	10.54%
Caucasian/White	71.69%
Latino or Hispanic	10.95%
Middle Eastern/North African	0.21%
Indigenous	0.21%
Native Hawaiian or Pacific Islander	0.41%
Biracial	2.07%
Prefer Not to Answer	1.24%
Identity Not Listed	1.03%

Legend:
- Asian
- Black or African American
- Caucasian/White
- Latino or Hispanic
- Middle Eastern/North African
- Indigenous
- Native Hawaiian or Pacific Islander
- Biracial
- Prefer Not to Answer
- Identity Not Listed

Gender

- Male (33.47%)
- Female (65.70%)
- Transgender (0.00%)
- Non-Binary (0.41%)
- Prefer Not to Answer (0.41%)
- Identity Not Listed (0.00%)

Sexuality

- Bisexual (2.07%)
- Gay (4.75%)
- Heterosexual (88.84%)
- Lesbian (0.41%)
- Prefer Not to Answer (2.69%)
- Identity Not Listed (1.24%)

Religion

Values shown: 7.64%, 5.79%, 1.03%, 64.67%, 0.21%, 1.65%, 0.21%, 0.21%, 0.00%, 0.21%, 9.09%, 5.99%, 3.31%

- Agnostic
- Atheist
- Buddhist
- Christian
- Hindu
- Jewish
- Church of Jesus Christ Ladder-day Saints
- Muslim
- Baha'i
- Sikh
- Spiritual-Secular/Non-Religion
- Prefer Not to Answer
- Identity Not Listed

Ability

- ■ None of the Above (95.45%)
- ■ Auditory Disability (1.45%)
- ■ Visual Disability (1.03%)
- ■ Cognitive Disability (0.83%)
- ■ Mobility Disability (0.62%)
- ■ Multiple Disabilities (0.00%)
- ■ Disability Not Listed (0.62%)

Veteran Status

- ■ Yes (2.69%)
- ■ No (97.31%)

Demographic Snapshot by Title

To take a deeper look at what diversity looks like within destination organizations, the below data looks at age, gender and racial ethnicity as it relates to title within the workplace.

Title by Age

Legend:
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+

Executive/C-Suite/VP: 0.00%, 2.54%, 14.21%, 36.55%, 38.58%, 8.12%
Director: 0.00%, 11.36%, 22.73%, 39.39%, 24.24%, 2.27%
Manager: 2.56%, 43.59%, 21.37%, 20.51%, 11.97%, 0.00%
Entry: 5.26%, 44.74%, 18.42%, 26.32%, 5.26%, 0.00%

Title by Race

Legend:
- Asian
- Black or African American
- Caucasian/White
- Latino or Hispanic
- Middle Eastern/North African
- Indigenous
- Native Hawaiian or Pacific Islander
- Biracial
- Prefer Not to Answer
- Identity Not Listed

Executive/C-Suite/VP: 1.02%, 8.12%, 80.71%, 5.08%, 0.51%, 0.00%, 1.02%, 2.03%, 0.51%, 1.02%
Director: 1.52%, 12.88%, 71.21%, 9.85%, 0.00%, 0.00%, 1.52%, 2.27%, 0.76%
Manager: 1.71%, 10.26%, 67.52%, 13.68%, 0.00%, 0.85%, 0.00%, 2.56%, 1.71%, 1.71%
Entry: 5.26%, 15.79%, 39.47%, 36.84%, 0.00%, 0.00%, 0.00%, 2.63%, 0.00%, 0.00%

Title by Gender

Chart data:

Executive/C-Suite/VP
- Male: 46.70%
- Female: 52.79%
- Transgender: 0.00%
- Non-Binary: 0.00%
- Prefer Not to Answer: 0.51%
- Identity Not Listed: 0.00%

Director
- Male: 31.82%
- Female: 67.24%
- Transgender: 0.00%
- Non-Binary: 0.00%
- Prefer Not to Answer: 0.76%
- Identity Not Listed: 0.00%

Manager
- Male: 20.51%
- Female: 78.63%
- Transgender: 0.00%
- Non-Binary: 0.85%
- Prefer Not to Answer: 0.00%
- Identity Not Listed: 0.00%

Entry
- Male: 10.83%
- Female: 86.84%
- Transgender: 0.00%
- Non-Binary: 2.63%
- Prefer Not to Answer: 0.00%
- Identity Not Listed: 0.00%

Legend: Male, Female, Transgender, Non-Binary, Prefer Not to Answer, Identity Not Listed
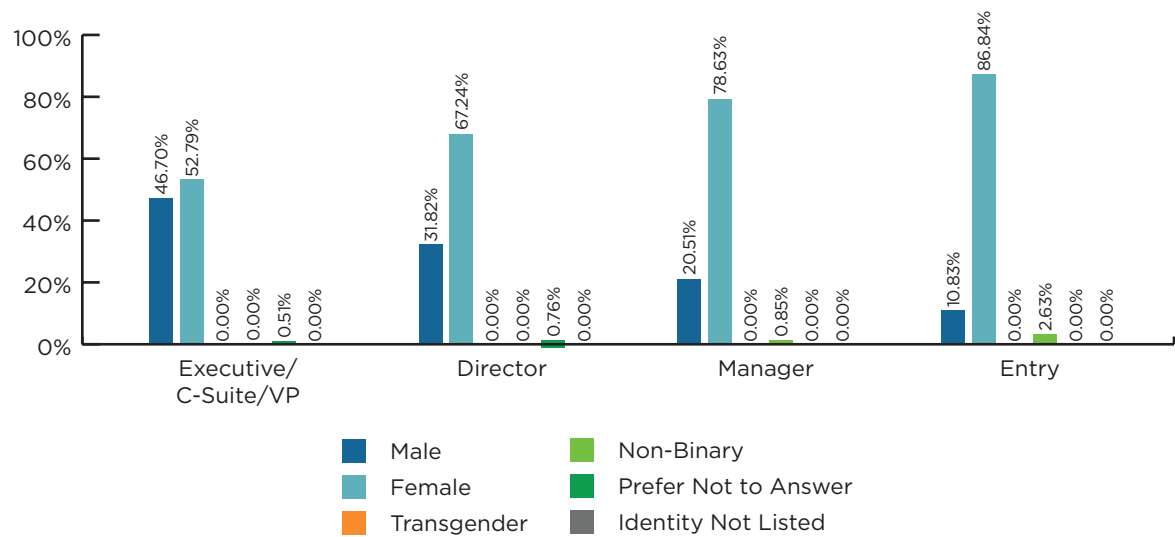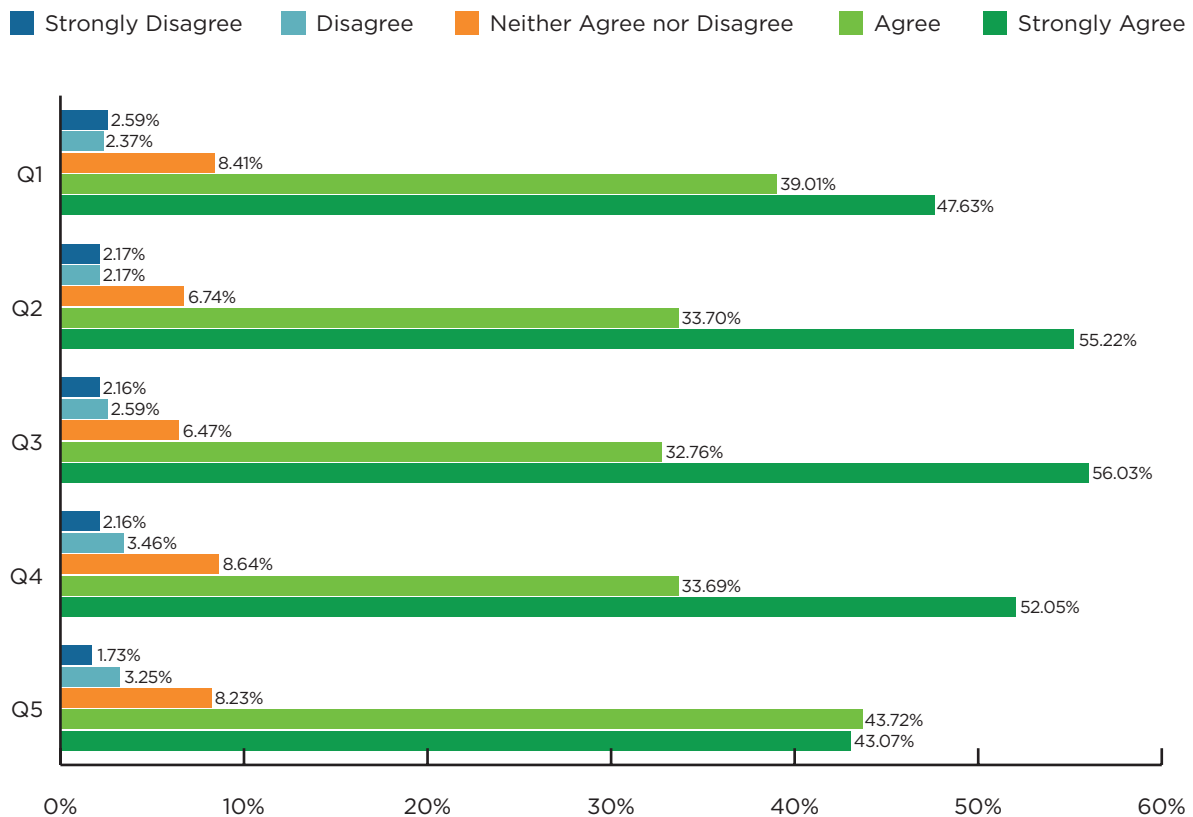
Understanding Equity, Diversity & Inclusion within Destination Organizations

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

Q1: Our organization is committed to diversity and inclusion.

Q2: People of all cultures and backgrounds are respected and valued at our destination organization.

Q3: I feel included and respected within my destination organization.

Q4: I am comfortable talking about my background and cultural experiences with my colleagues.

Q5: Employees of different backgrounds interact well within our destination organization.

Legend: Strongly Disagree · Disagree · Neither Agree nor Disagree · Agree · Strongly Agree

Q1
- Strongly Disagree: 2.59%
- Disagree: 2.37%
- Neither Agree nor Disagree: 8.41%
- Agree: 39.01%
- Strongly Agree: 47.63%

Q2
- Strongly Disagree: 2.17%
- Disagree: 2.17%
- Neither Agree nor Disagree: 6.74%
- Agree: 33.70%
- Strongly Agree: 55.22%

Q3
- Strongly Disagree: 2.16%
- Disagree: 2.59%
- Neither Agree nor Disagree: 6.47%
- Agree: 32.76%
- Strongly Agree: 56.03%

Q4
- Strongly Disagree: 2.16%
- Disagree: 3.46%
- Neither Agree nor Disagree: 8.64%
- Agree: 33.69%
- Strongly Agree: 52.05%

Q5
- Strongly Disagree: 1.73%
- Disagree: 3.25%
- Neither Agree nor Disagree: 8.23%
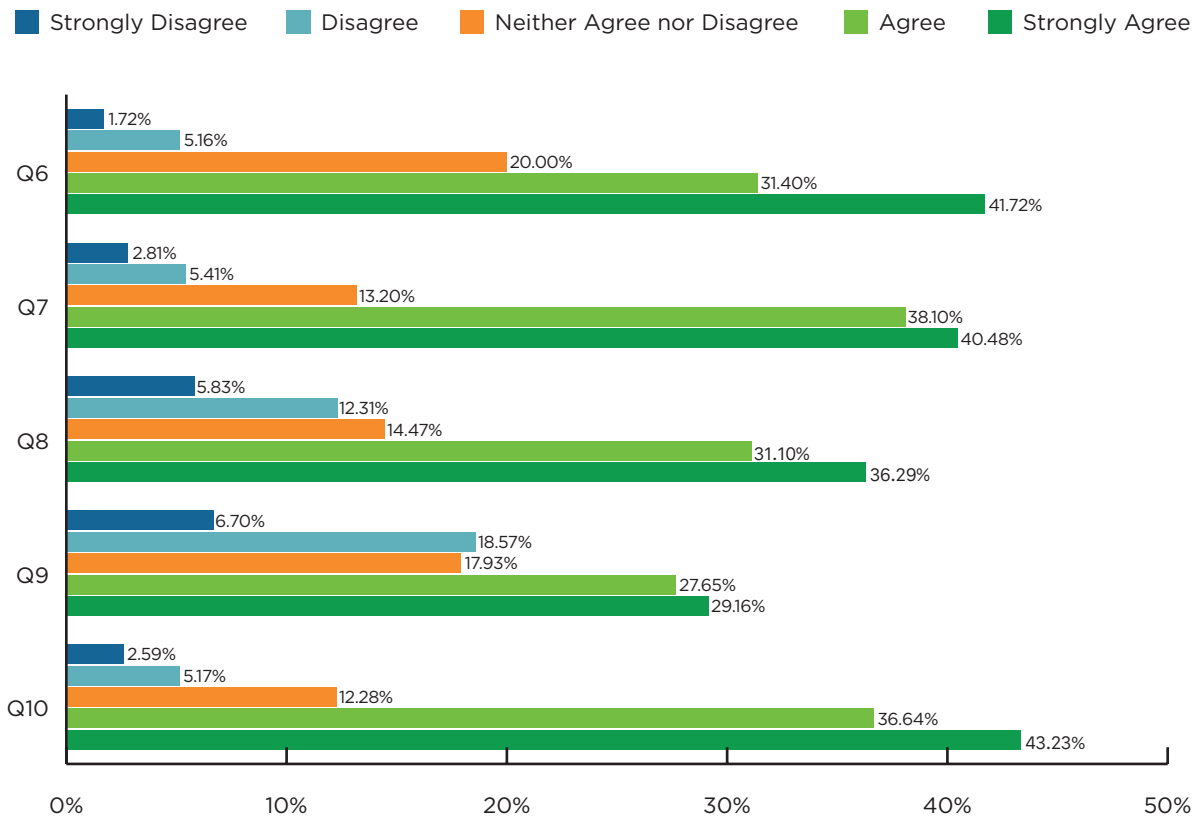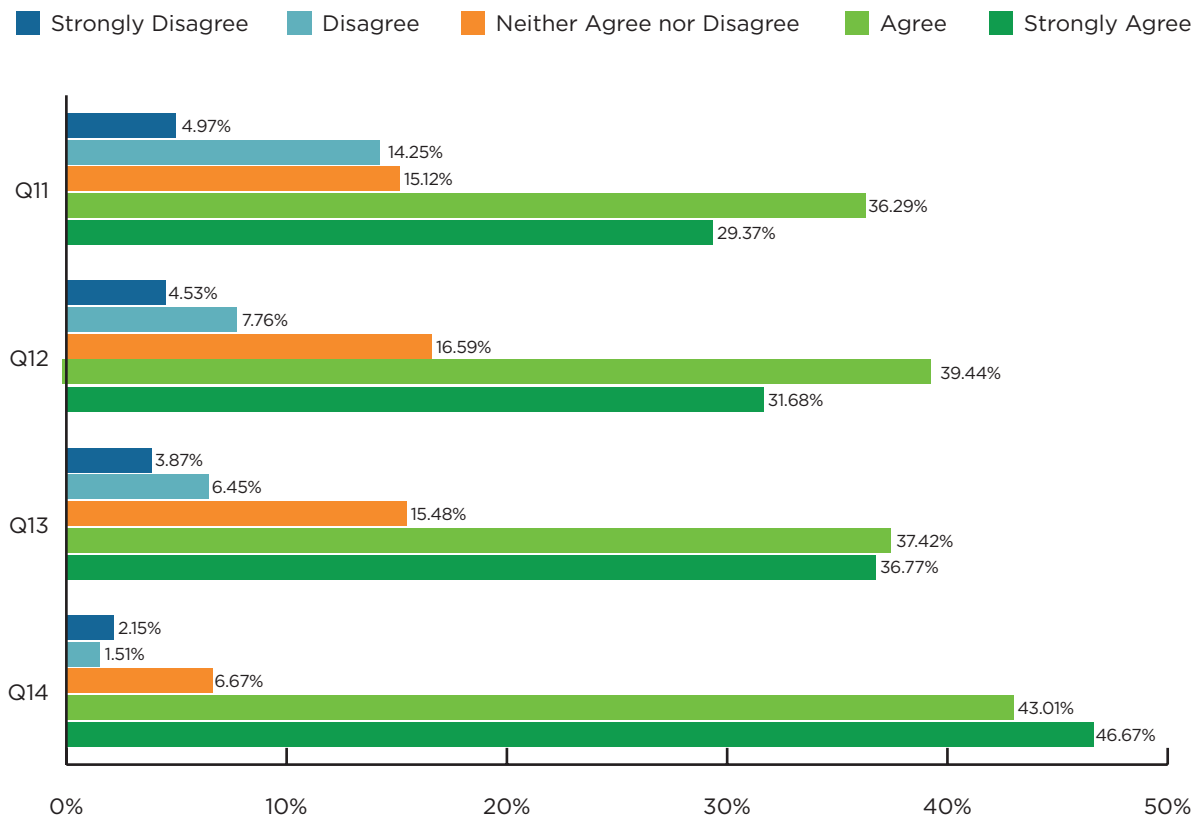- Agree: 43.72%
- Strongly Agree: 43.07%

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

Q6: Management demonstrates a commitment to meeting the needs of employees with disabilities.

Q7: Our destination organization provides an environment for the free and open expression of ideas, opinions and beliefs.

Q8: Our destination organization has provided training programs that promote diversity and inclusion.

Q9: Our destination organization has provided training programs that promote understanding and mitigation of unconscious bias.

Q10: Our destination has provided everyone access to equal employment opportunities regardless of their difference.

Legend: Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree

Q6: 1.72%, 5.16%, 20.00%, 31.40%, 41.72%
Q7: 2.81%, 5.41%, 13.20%, 38.10%, 40.48%
Q8: 5.83%, 12.31%, 14.47%, 31.10%, 36.29%
Q9: 6.70%, 18.57%, 17.93%, 27.65%, 29.16%
Q10: 2.59%, 5.17%, 12.28%, 36.64%, 43.23%

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

Q11: There is cultural diversity among the employees at our destination organization.

Q12: I can voice a contrary opinion without fear of negative consequences.

Q13: Perspectives like mine are included in decision making.

Q14: I have a clear understanding of what cultural diversity and inclusion is.

Legend: Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree

Q11
- Strongly Disagree: 4.97%
- Disagree: 14.25%
- Neither Agree nor Disagree: 15.12%
- Agree: 36.29%
- Strongly Agree: 29.37%

Q12
- Strongly Disagree: 4.53%
- Disagree: 7.76%
- Neither Agree nor Disagree: 16.59%
- Agree: 39.44%
- Strongly Agree: 31.68%

Q13
- Strongly Disagree: 3.87%
- Disagree: 6.45%
- Neither Agree nor Disagree: 15.48%
- Agree: 37.42%
- Strongly Agree: 36.77%

Q14
- Strongly Disagree: 2.15%
- Disagree: 1.51%
- Neither Agree nor Disagree: 6.67%
- Agree: 43.01%
- Strongly Agree: 46.67%

We asked respondents to rate their level of agreement, from strongly agree to strongly disagree, on statements summarizing the role equity, diversity and inclusion plays within their destination organizations.
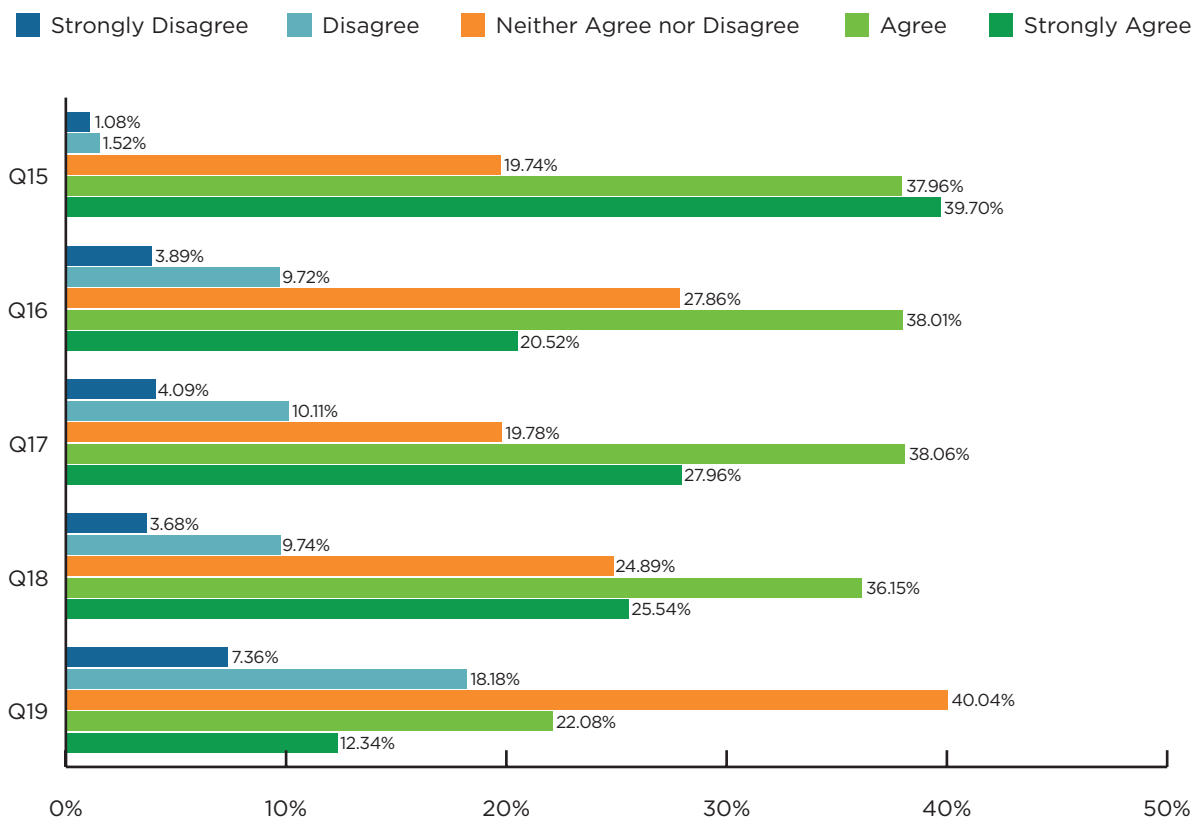
Q15: I want to see more cultural diversity in our destination organization.

Q16: Our destination organization does a good job of hiring in a diverse workforce and being inclusive.

Q17: Our destination organization does a good job at bringing up equity, diversity and inclusion in meetings and annual planning.
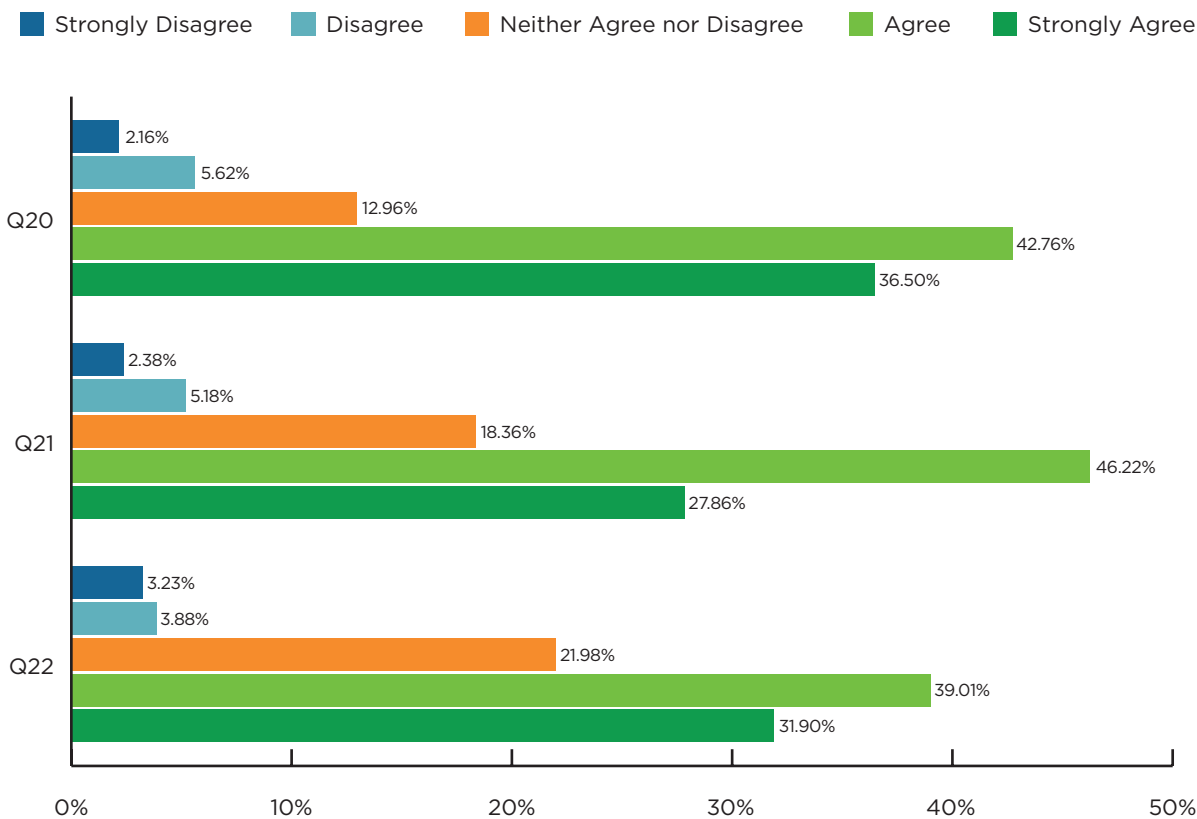
Q18: Our destination organization embodies equity, diversity and inclusion.

Q19: Our destination organization has a diverse vendor policy for procurement.

Legend: Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree

Q15:
- Strongly Disagree: 1.08%
- Disagree: 1.52%
- Neither Agree nor Disagree: 19.74%
- Agree: 37.96%
- Strongly Agree: 39.70%

Q16:
- Strongly Disagree: 3.89%
- Disagree: 9.72%
- Neither Agree nor Disagree: 27.86%
- Agree: 38.01%
- Strongly Agree: 20.52%

Q17:
- Strongly Disagree: 4.09%
- Disagree: 10.11%
- Neither Agree nor Disagree: 19.78%
- Agree: 38.06%
- Strongly Agree: 27.96%

Q18:
- Strongly Disagree: 3.68%
- Disagree: 9.74%
- Neither Agree nor Disagree: 24.89%
- Agree: 36.15%
- Strongly Agree: 25.54%

Q19:
- Strongly Disagree: 7.36%
- Disagree: 18.18%
- Neither Agree nor Disagree: 40.04%
- Agree: 22.08%
- Strongly Agree: 12.34%

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

Q20: Our destination organization utilizes diverse representation in our marketing and media promotions.

Q21: Our destination organization external messaging demonstrates and reflects the diversity of the community we represent.

Q22: Over the past year, I have witnessed significant change in my organization's commitment to equity, diversity, and inclusion.

Legend: ■ Strongly Disagree ■ Disagree ■ Neither Agree nor Disagree ■ Agree ■ Strongly Agree

Q20: Strongly Disagree 2.16%, Disagree 5.62%, Neither Agree nor Disagree 12.96%, Agree 42.76%, Strongly Agree 36.50%

Q21: Strongly Disagree 2.38%, Disagree 5.18%, Neither Agree nor Disagree 18.36%, Agree 46.22%, Strongly Agree 27.86%

Q22: Strongly Disagree 3.23%, Disagree 3.88%, Neither Agree nor Disagree 21.98%, Agree 39.01%, Strongly Agree 31.90%
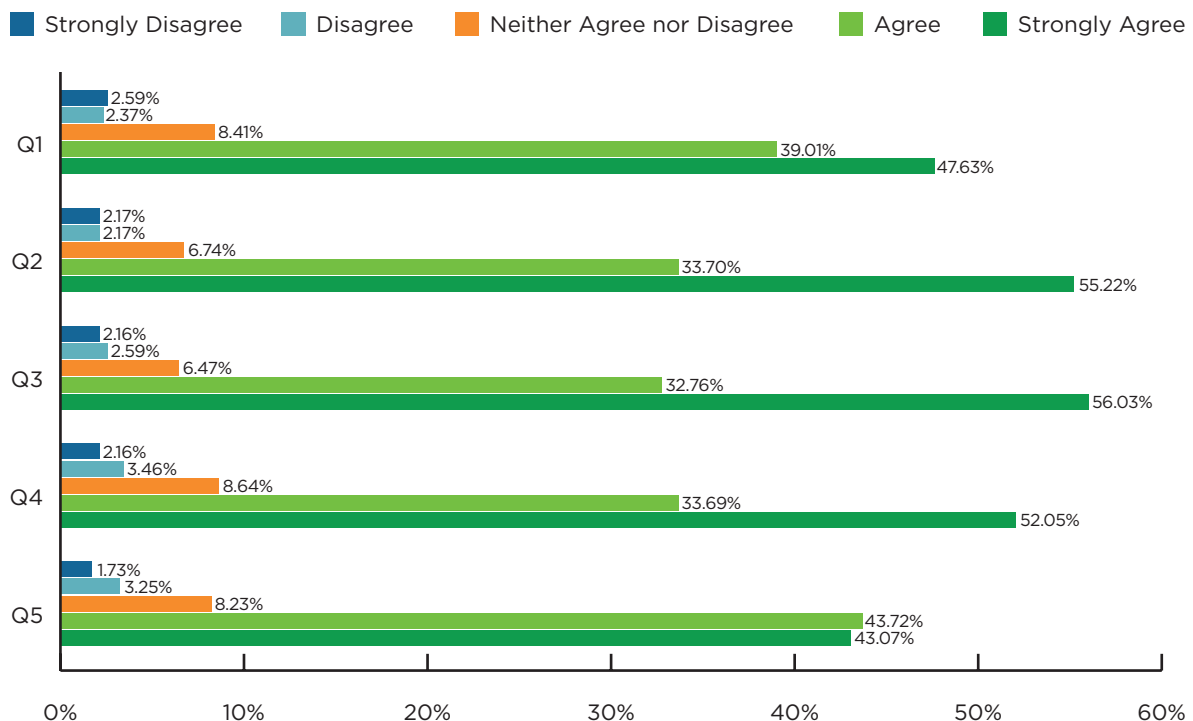
Our High Scores

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

- **Q1:** Our organization is committed to diversity and inclusion.
- **Q2:** People of all cultures and backgrounds are respected and valued at our destination organization.
- **Q3:** I feel included and respected within my destination organization.
- **Q4:** I am comfortable talking about my background and cultural experiences with my colleagues.
- **Q5:** Employees of different backgrounds interact well within our destination organization.

INSIGHTS

Over 90% of respondents are in some level of agreement of feeling respected, valued and included. They believe destination organizations are committed to EDI and feel comfortable talking about their backgrounds, cultures and interact well with their peers.
Though there are minor levels of disagreement across each of these question sets, these trends carried over from 2020 where we saw the least amount of disagreement from anywhere across the survey. These data points remain our high scores in EDI within the workplace at a destination organization.
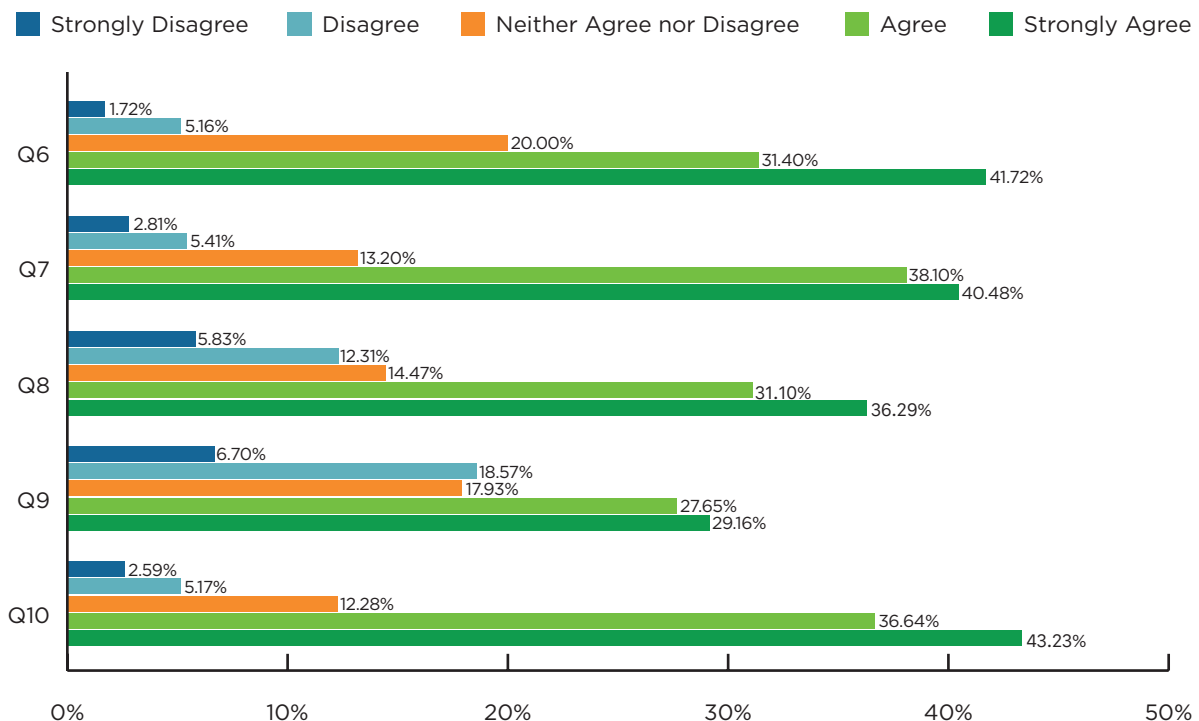

Legend: Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree

Q1: 2.59% / 2.37% / 8.41% / 39.01% / 47.63%
Q2: 2.17% / 2.17% / 6.74% / 33.70% / 55.22%
Q3: 2.16% / 2.59% / 6.47% / 32.76% / 56.03%
Q4: 2.16% / 3.46% / 8.64% / 33.69% / 52.05%
Q5: 1.73% / 3.25% / 8.23% / 43.72% / 43.07%

Where We Improved

Where we saw the most improvement from 2020 was the availability of education and training programs and having a better understanding of unconscious bias.

- **Q6:** Management demonstrates a commitment to meeting the needs of employees with disabilities.
- **Q7:** Our destination organization provides an environment for the free and open expression of ideas, opinions and beliefs.
- **Q8:** Our destination organization has provided training programs that promote diversity and inclusion.
- **Q9:** Our destination organization has provided training programs that promote understanding and mitigation of unconscious bias.
- **Q10:** Our destination has provided everyone access to equal employment opportunities regardless of their difference.

INSIGHTS

Even though we still see an almost 25% level of disagreement in the response data of mitigating unconscious bias, these numbers are down from the over 50% of where this sentiment was last year where respondents were collectively in disagreement on being provided training and opportunities to better understand and mitigate unconscious bias. It will be critical for destination organizations to continue to help facilitate a deeper understanding of one's self-awareness on the topics and terminology surrounding EDI, and their impact on decision making and organizational culture.

Legend: Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree

Q6: 1.72% | 5.16% | 20.00% | 31.40% | 41.72%
Q7: 2.81% | 5.41% | 13.20% | 38.10% | 40.48%
Q8: 5.83% | 12.31% | 14.47% | 31.10% | 36.29%
Q9: 6.70% | 18.57% | 17.93% | 27.65% | 29.16%
Q10: 2.59% | 5.17% | 12.28% | 36.64% | 43.23%
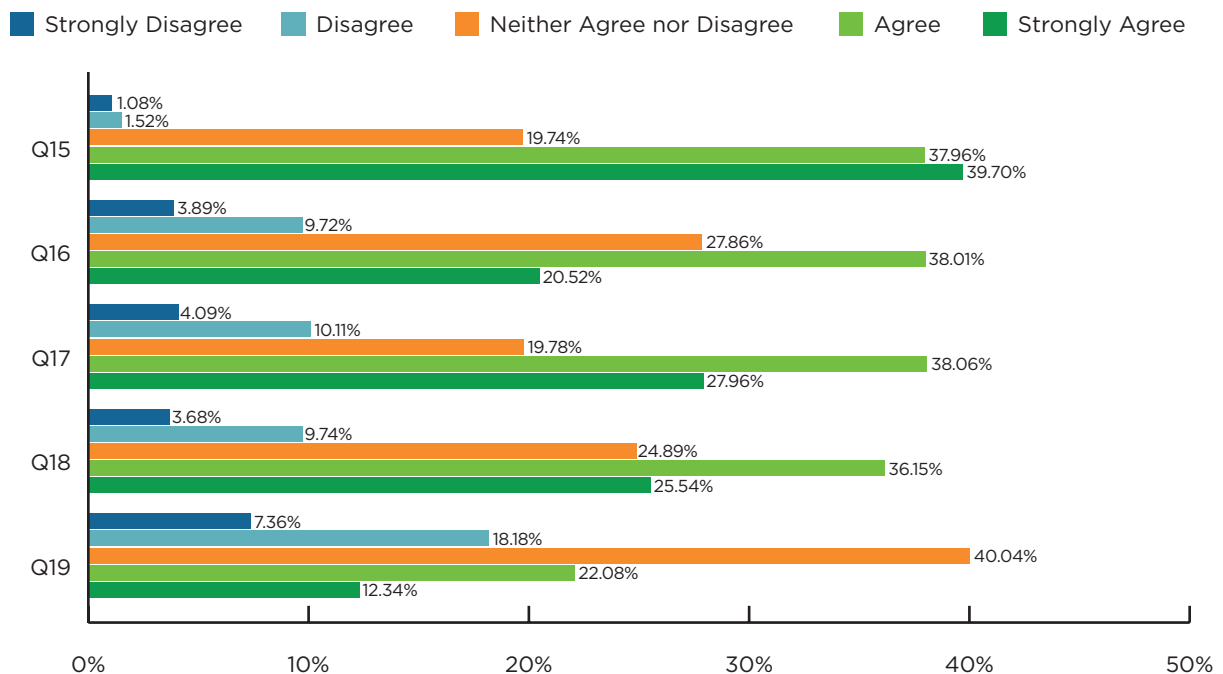
Where We Need to Improve

Even though there were areas of improvement from 2020, there are still items that we need to continue to make progress on.

- **Q15:** I want to see more cultural diversity in our destination organization.
- **Q16:** Our destination organization does a good job of hiring in a diverse workforce and being inclusive.
- **Q17:** Our destination organization does a good job at bringing up equity, diversity and inclusion in meetings and annual planning.
- **Q18:** Our destination organization embodies equity, diversity and inclusion.
- **Q19:** Our destination organization has a diverse vendor policy for procurement.

INSIGHTS

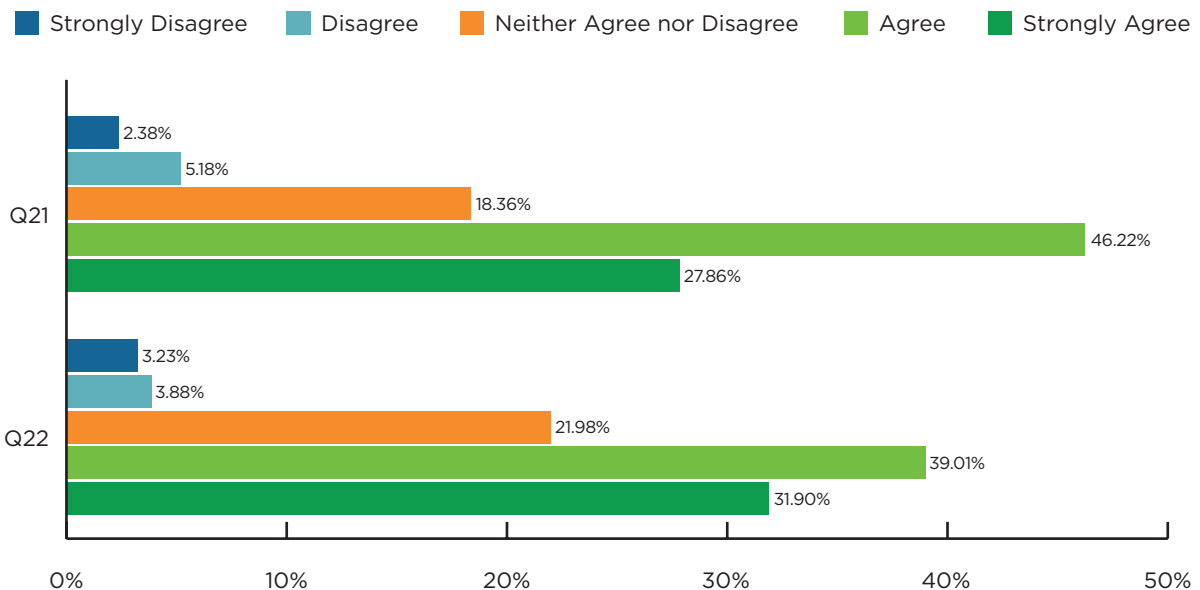There are three areas that we need to focus on for improvement:

1. **Diverse Hiring Practices:** Most respondents were largely ambivalent to how they perceive their organization is doing in the hiring of a diverse workforce and being inclusive.

2. **Manifesting EDI:** Respondents believe that their destination organizations are committed to EDI, but still show some similar ambivalence to it being embodied by the organization. Employees might see how this is important at the leadership level, but lack conviction that these same values carry throughout the organization; as well as ambivalence when it comes to talking about EDI openly and often during both meetings and annual planning or strategizing.

3. **Supplier Diversity:** Respondents are either unaware of or do not have any organization policies in place as it relates diverse vendor procurement, decision making and organizational culture.

Legend: ■ Strongly Disagree ■ Disagree ■ Neither Agree nor Disagree ■ Agree ■ Strongly Agree

Q15
- Strongly Disagree: 1.08%
- Disagree: 1.52%
- Neither Agree nor Disagree: 19.74%
- Agree: 37.96%
- Strongly Agree: 39.70%

Q16
- Strongly Disagree: 3.89%
- Disagree: 9.72%
- Neither Agree nor Disagree: 27.86%
- Agree: 38.01%
- Strongly Agree: 20.52%

Q17
- Strongly Disagree: 4.09%
- Disagree: 10.11%
- Neither Agree nor Disagree: 19.78%
- Agree: 38.06%
- Strongly Agree: 27.96%

Q18
- Strongly Disagree: 3.68%
- Disagree: 9.74%
- Neither Agree nor Disagree: 24.89%
- Agree: 36.15%
- Strongly Agree: 25.54%

Q19
- Strongly Disagree: 7.36%
- Disagree: 18.18%
- Neither Agree nor Disagree: 40.04%
- Agree: 22.08%
- Strongly Agree: 12.34%

New Data for 2021

In 2021, we added two new statements examining destination messaging and perceived change to implement EDI strategies over the last year.

- **Q21:** Our destination organization's external messaging demonstrates and reflects the diversity of the community we represent.

- **Q22:** Over the past year, I have witnessed significant change in my organization's commitment to equity, diversity and inclusion.

Legend: ■ Strongly Disagree ■ Disagree ■ Neither Agree nor Disagree ■ Agree ■ Strongly Agree

Q21
- Strongly Disagree: 2.38%
- Disagree: 5.18%
- Neither Agree nor Disagree: 18.36%
- Agree: 46.22%
- Strongly Agree: 27.86%

Q22
- Strongly Disagree: 3.23%
- Disagree: 3.88%
- Neither Agree nor Disagree: 21.98%
- Agree: 39.01%
- Strongly Agree: 31.90%

CONCLUSION

Conclusion

WE STILL HAVE WORK TO DO.

The intention of this report is to continue to track baseline data from our members to measure progress on implementing EDI strategies across the destination marketing and management industry.

In 2020, the Destinations International EDI Study on Destination Organizations revealed there was an urgent need and opportunity for self-awareness training and additional educational offerings on EDI. Through a partnership with The Ladipo Group, Destinations International launched an EDI Masterclass in 2021, designed for executive leadership around the topics of emotional intelligence, effective communication, microaggressions, unconscious bias and allyship. Over 130 executive leaders enrolled in the series. In 2022, there is an opportunity for those leaders to put into action the gained understanding of one's self-awareness on topics surrounding EDI, and what influence that will have on decision making and organizational culture. It will be interesting to monitor how those learned EDI competencies will be applied within destination organizations by ultimately making the commitment to develop organizational EDI strategies that will have impact on internal (staff) and external (local community) stakeholders.

Also noted in this year's study was the need for there to be a stronger commitment to diversity recruiting and hiring practices. Efforts to remove bias from job descriptions, offering a diverse set of workplace benefits, training on inclusive interviewing practices, utilizing diverse interviewing panels, and working with local and state organizations and educational institutions to recruit diverse and non-traditional candidates will be essential.

In the spring of 2022, Destinations International will be releasing the first EDI organization assessment tool. With the support of the EDI Research Sub-Committee and Andreas Weissenborn, Vice President of Research & Advocacy, a partnership launched in 2020 led to a collaboration with the National Coalition of Black Meeting Professionals (NCBMP) to build an EDI assessment tool. Through this platform, the goal of the tool will be to assess EDI practices and measure progress within destination organizations to establish industry standards and promote accountability. The assessment will focus on 6 core areas: workforce, workplace, vendors, community engagement, accessibility and workforce demographics. With a full platform launch in Spring 2022, destination organizations will have the capability to measure continuous improvement across EDI policies and procedures.

With this new platform, indicators to watch in 2022 will center around internal and external commitments that are not always perceived as being measurable. Those internal commitments center on how organizations are implementing strategies to operationalize EDI within the organizational culture; and externally how destination organizations are executing strategies in their local hospitality community.

As one of the more weighted questions in the platform, the development or implementation of an EDI strategy will be an opportunity for destination organizations to explore in 2022. Top objectives for an EDI strategy that every destination should consider as a standard should

include creating a culture of inclusion, enhancing a destination organization's engagement in the community and expanding diversity at all leadership levels.

And finally, another area of focus in the assessment platform looks to primary oversight and decision-making authority for EDI initiatives in a destination organization. In 2021, there has already been a trend where dedicated EDI positions have been created and hired; examples include Travel Portland, Visit Sacramento and Experience Columbus which now have dedicated roles on their staff for EDI. This distinction of oversight and authority is an important shift to watch and should become an industry standard as we watch how CVBs shift their organizational structures to meet new demands due to the pandemic.

Follow our EDI work: destinationsinternational.org/equity-diversity-inclusion