

Women in Hospitality

Sixth Annual Report Benchmarking
Women in Hotel Industry Leadership

2023



PennState

School of Hospitality Management

Sixth annual report benchmarking women in hotel industry leadership. This report indicates that steady, but slow progress is being made toward diversifying the upper ranks of hotel companies.

This research was conducted by the School of Hospitality Management at Pennsylvania State University with financial support from the AHLA Foundation and funds provided from the Walter J. Conti Visiting Professorship in the School of Hospitality Management.

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SHM

Established in 1937 Penn State's School of Hospitality Management is one of the nation's oldest and most respected. Its top-ranked undergraduate, professional master's, and doctoral degree programs prepare global leaders with a rigorous, diverse curriculum focused, since its inception, on engaged scholarship, featuring partnerships with top global hospitality brands. It's also home to the oldest Penn State alumni program group, The Penn State Hotel and Restaurant Society. For more information about the School, email pennstateshm@psu.edu.

AHLAF

The AHLA Foundation is the charitable arm of the American Hotel & Lodging Association that supports the industry's workforce at all stages of their career journey. While the hospitality sector is diverse, research points to disparities in representation of women, people of color and other historically marginalized groups at the leadership levels. The AHLA Foundation is committed to advancing the careers of these populations through a variety of initiatives, including female leadership development programs BUILD & ELEVATE (formerly part of Castell), and ForWard; mentorship; and industry trainings focused on inclusive and equitable practices. With the merger of Castell and AHLA Foundation in 2022, we proudly support the legacy of diversity-focused research projects to help inform future action and continued areas of improvement for the hotel industry.

Executive Summary

This report presents data on the state of women's representation in leadership in the hotel industry. This sixth annual report from the Penn State School of Hospitality Management, compiled with the support of the AHLA Foundation, indicates that women are slowly gaining ground at the top levels of industry leadership, and that trends of increased diversity in executive roles have continued as the industry continues to recover from the COVID-19 pandemic. Overall, this report finds that growth in the degree of female representation is steady but slow, and still lags the overall representation of women in the hospitality workforce to a significant degree.

Notable statistics from this year's report:

- Representation of women at the top levels of hospitality leadership continues to increase, with women gaining a small amount at the CEO and president levels
- Women now hold one in four of all chief-level positions at hotel companies, although these are skewed heavily toward roles in HR and Sales/Marketing
- At hotel investment conferences, there are 4.2 male chief officers for every female chief officer
- At the director level, women

now occupy an equal number of positions as men, yet the disparities in representation increase as one moves up the organizational hierarchy

- Women have seen significant gains in leadership positions in the investment and development field since 2019, going from one woman for every 10 men to one woman for every 7.9 men working in this area of the industry. However, women are still severely underrepresented in this and a number of other fields in the industry

- Women held 24% of the podium spots at 2022 hotel investment conferences, up from 16% in 2017. Women made significant gains on the main stage, with 37% of prime speaking spots in 2022 going to women – up from 22% just a year earlier in 2021. However, decreases in moderator spots (26% - down from 36% in 2021) offset these main stage gains in overall podium numbers

- Although there are still 11.4 men at the level of partner/principal for every woman at that level in hotel companies, women have made gains since 2019, when this report found 15.3 men for every woman who was a partner principal

Year	Executive Dataset Sample	Conference Attendee Sample
2017		5,993
2018		7,590
2019	5,248	7,782
2020	5,172	Conferences Cancelled
2021	5,569	5,543
2022	6,285	7,393

Methodology

This report is based on two large-scale data sets focused on two aspects of the hospitality industry. Statistics are presented below in a variety of ways, by field, level (title), and gender. The data are presented as both percentages and as the number of men per woman in a particular field or at a particular level. For example, in 2022 there were 16.1 hotel company CEOs who are men for every woman CEO.

Hotel Company Executive Dataset

The Hotel Company Executive Dataset is based on the public face of hospitality industry leadership that is presented on hotel company websites. This dataset includes everyone listed on hotel company websites from director through the CEO level. Data were collected beginning at near year-end 2019, and again every year through year-end 2022. The current report provides insights into the five-year

trends of gender diversity in the hotel industry.

The sample of companies included in the Hotel Company Executive Dataset is drawn from the STR Directory of Hotel and Lodging Companies. Companies that were listed in the STR directory and that 1) are based in the United States or Canada, 2) have over five hotels and/or over 700 rooms, and 3) provide a listing of executives on their websites are included. Members of the research team manually collected information about hotel company executives from company websites including executive name and title. If websites included pictures of executives, information about executive gender and race/ethnicity were also collected. If websites did not include pictures of executives, names were cross-referenced with LinkedIn, news releases, and/or press coverage to locate pictures of the executives to allow for coding of gender and race/ethnicity.

The Hotel Company Executive

Dataset is large enough to offer a representative sample of high-level hotel industry leadership, however, companies are selective about what executives are shown on their websites – therefore, this analysis of the public face of the industry may not represent the full picture on gender diversity. Almost every hotel company lists their CEO, president, and C-suite executives on the web, so the data presented in this report is most representative at the most senior levels of leadership. However, the sample is large enough through the vice president and director levels to be reasonably representative. The executive dataset includes 701 companies for 2022.

Conference Dataset

The conference dataset is drawn from the attendance rosters of the four largest hotel investment conferences held annually in the United States. These conferences are among the largest annual

gatherings of industry leaders and attract a range of individuals and companies involved in the hotel industry, including owners, operators, management companies, REITs, investors, lenders, brokers, financiers, franchisers, attorneys, vendors, students, professors, media representatives, and a wide variety of consultants. Although most attendees at these conferences are in business in the United States, there is limited representation from other countries.

People who attend more than one conference are included in these statistics each time they attended a conference. For example, a CEO who attended two conferences would be counted twice in the overall Conference Dataset.

Levels and Fields in the Report

Each person appearing in one of the two datasets used in this report are classified by gender, field (e.g., operations, sales/marketing, accounting/finance, etc.), and level (CEO, chief, VP, director, etc.). Because of the wide variety of titles and fields used in the industry, the titles are consolidated into eight (8) levels in these charts. Functional specialties are consolidated into 13 fields in the hotel company dataset and 13 fields in the conference dataset, but there are some differences in field definitions between the two. For example, the conference dataset includes individuals working in media, for vendors, and from academia, while the hotel company dataset includes executives working in food & beverage and procurement. Other differences between the datasets stem from the different roles represented in the two datasets. For example, individuals in the finance field in the hotel company dataset are in-house, while in the conference dataset, the finance field includes a number of individuals from banks and financing firms.

Definitions for fields and levels are provided in the appendix.

Share of Podium

The representation and visibility of women at hotel investment conferences is increasing slightly, with significant gains for women in high-visibility speaking slots at 2022 conferences as compared to those same conferences in 2021. However, fewer women participated in panels in 2022, offsetting these gains in main-stage appearances. Overall, conference attendance of women at the director to CEO level held steady from 2021 with approximately three men in attendance for every one woman attending.

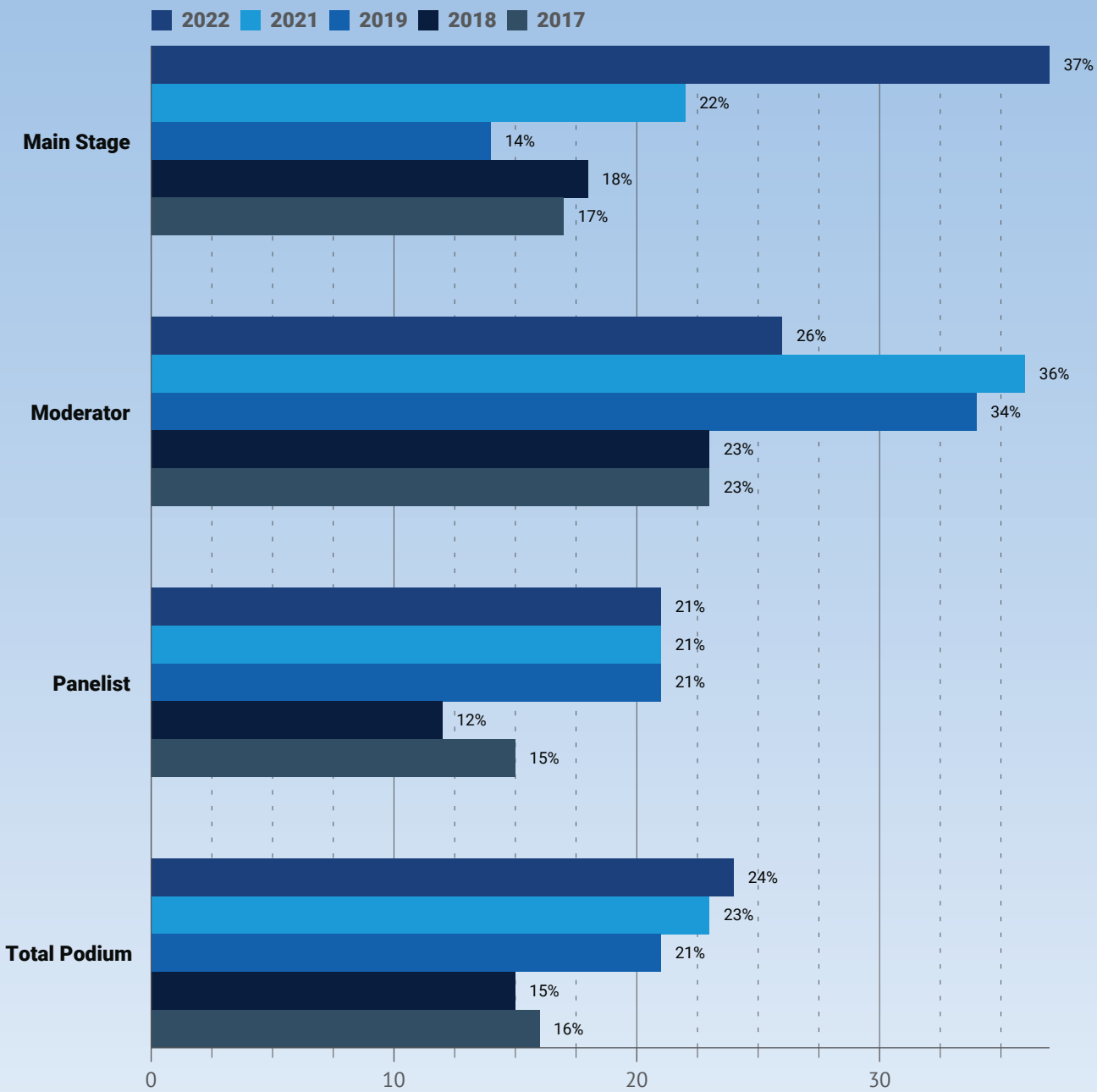
Conference planners have increased representation of women on the podium. Increasing representation of women in prime speaking and panel slots during conferences is important because it highlights that there is opportunity in the industry for women, and because visibility at major conferences can help accelerate careers.

In 2022, women were represented on the podium at just under their rate of overall participation in conferences. However, this level of

The representation and visibility of women at hotel investment conferences is increasing slightly, with significant gains for women in high-visibility speaking slots at 2022 conferences as compared to those same conferences in 2021.

representation is still significantly below women’s overall share of participation in the hospitality workforce, indicating that there remains room for progress.

Women’s Share of Podium

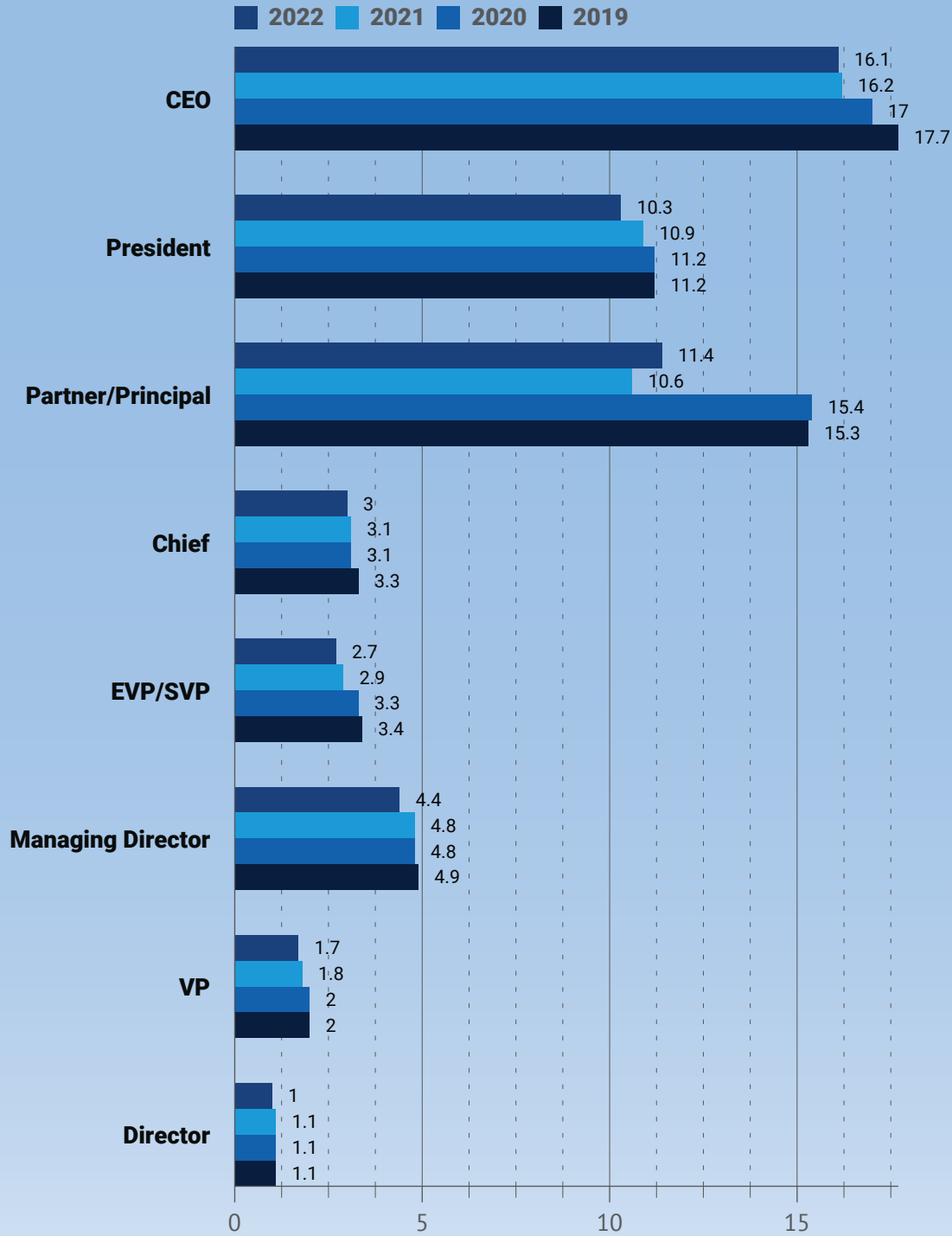


Women by Corporate Level

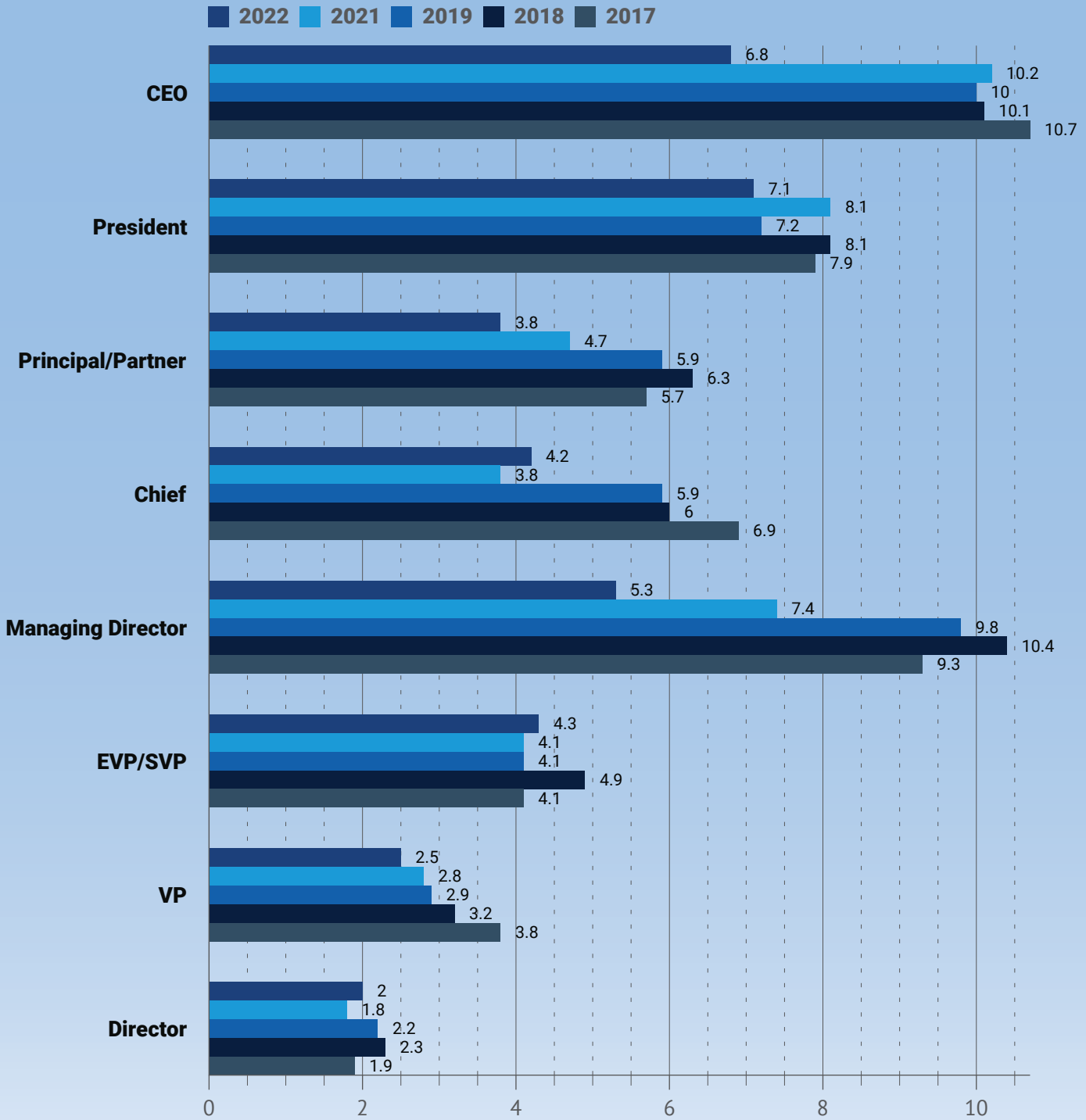
Hotel companies have achieved parity between men and women at the director level, and women have made gains at nearly all levels over the past year. An exception to these gains comes at the partner/principal level, where women lost ground from 2021 to 2022. Overall, compared to their share of the overall hospitality workforce, women are still significantly underrepresented at nearly all levels of leadership, with underrepresentation increasing as level increases.

At investment conferences, women made gains at the CEO, president, managing director, and VP levels in 2022, yet female attendance still lags overall female representation in industry employment.

Hotel Companies by Level: Number of Men per Woman



Number of Men per Woman at Investment Conferences - by Level



Hotel Investment Conference Attendance by Level

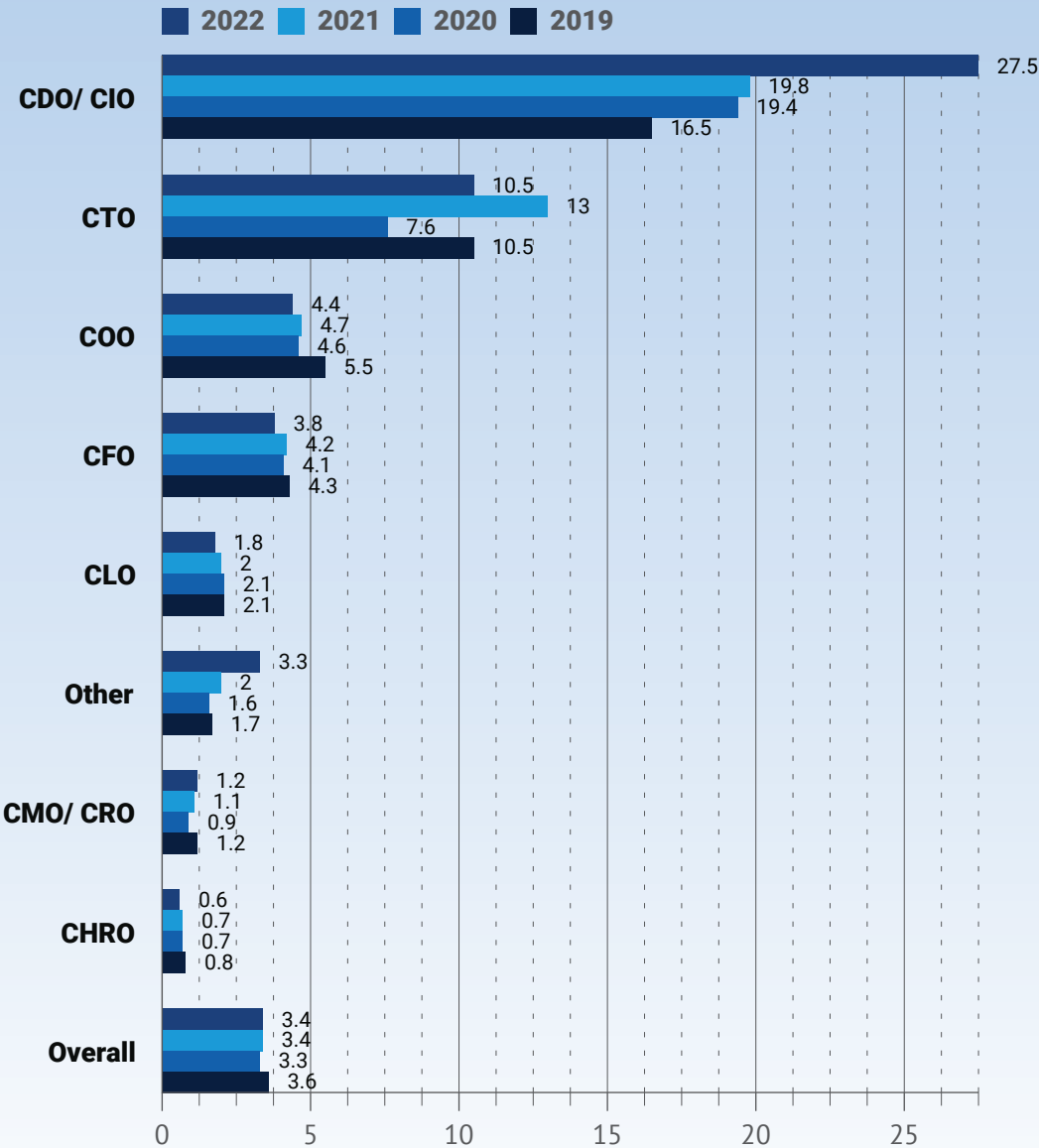
	2018		2019		2021		2022	
	Men	Women	Men	Women	Men	Women	Men	Women
CIO	97%	3%	90%	10%	89%	11%	90%	10%
CDO	90%	10%	93%	7%	79%	21%	88%	12%
COO	86%	14%	88%	12%	81%	19%	87%	13%
Other	83%	17%	85%	15%	73%	27%	79%	21%
CFO	79%	21%	85%	15%	82%	18%	76%	24%
CMO	58%	42%	43%	57%	29%	71%	59%	41%
CLO	100%	0%	100%	0%	50%	50%	50%	50%
Grand Total	84%	16%	87%	13%	78%	22%	81%	19%

Chiefs: Women in the C-suite

When CEO positions are excluded, women occupy one chief-level seat in hotel companies for every three occupied by a man, and women represent approximately 20 percent of chiefs in attendance at hotel investment conferences. However, women remain significantly underrepresented in chief-level positions in a number of fields. Notably, the Hotel Company Dataset indicates that women have been losing ground in investment/development over the past four years, as there are now approximately 27.5 men in CIO/CDO positions for every woman CIO/CDO. In addition, women are more likely to occupy chief-level positions in particular fields –more women than men lead human resources as CHROs, and women are nearly equally represented in marketing/revenue (CMO/CRO) roles.

Note that a low overall number of women in certain positions can lead to significant year-to-year changes in representation due to relatively small changes in the count of women in particular positions.

Hotel Company Chiefs: Number of Men per Woman



Hotel Company Dataset

	2019		2020		2021		2022	
	Men	Women	Men	Women	Men	Women	Men	Women
CDO/ CIO	94%	6%	95%	5%	95%	5%	96%	4%
CTO	91%	9%	88%	12%	93%	7%	91%	9%
COO	85%	15%	82%	18%	82%	18%	81%	19%
CFO	81%	19%	80%	20%	81%	19%	79%	21%
CLO	68%	32%	68%	32%	67%	33%	65%	35%
Other	63%	37%	62%	38%	67%	33%	77%	23%
CMO/ CRO	55%	45%	48%	52%	53%	47%	55%	45%
CHRO	44%	56%	40%	60%	41%	59%	37%	63%
Overall	78%	22%	77%	23%	77%	23%	78%	22%

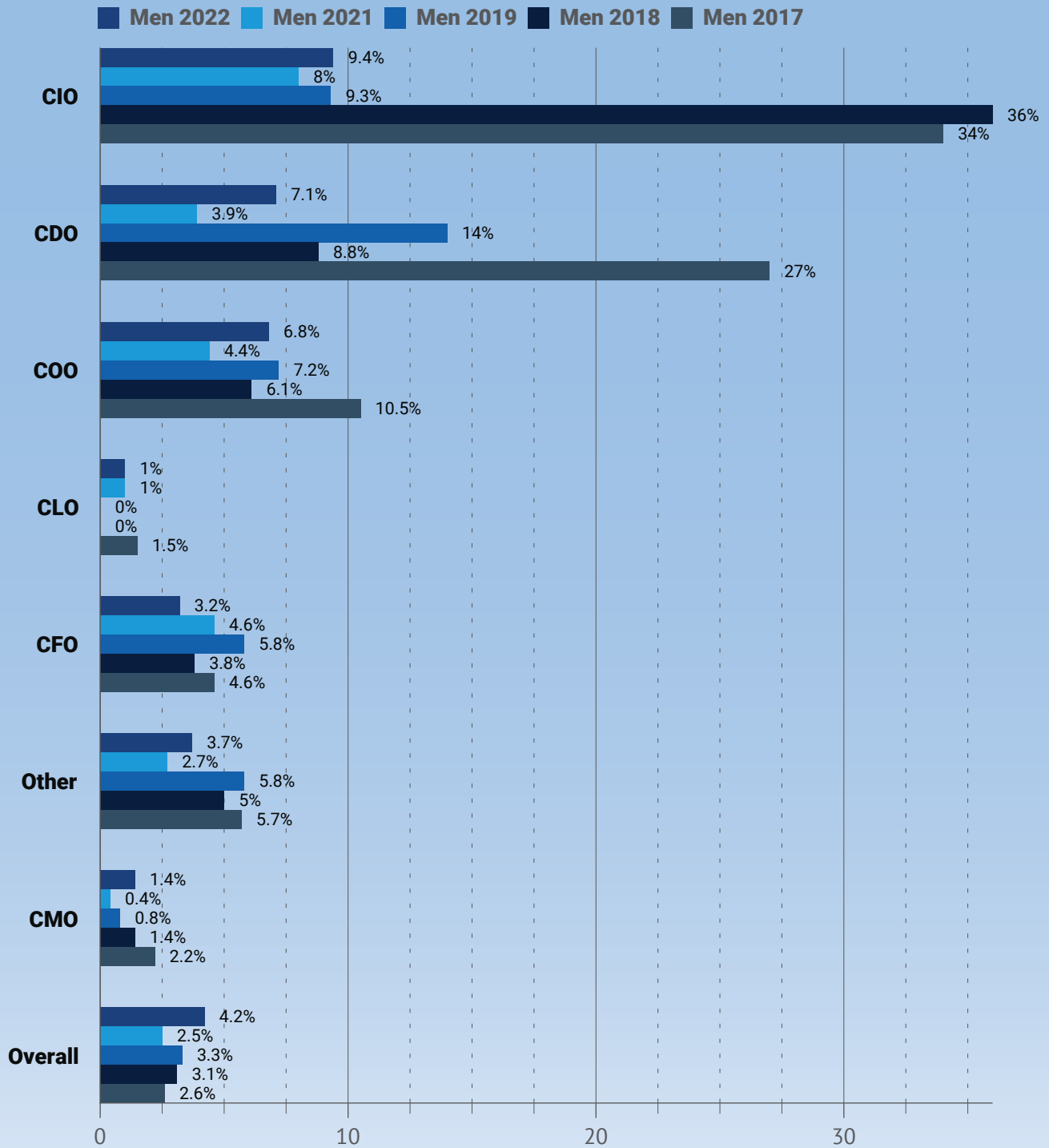
Hotel investment Conference Attendance

	2018		2019		2021		2022	
	Men	Women	Men	Women	Men	Women	Men	Women
CIO	97%	3%	90%	10%	89%	11%	90%	10%
CDO	90%	10%	93%	7%	79%	21%	88%	12%
COO	86%	14%	88%	12%	81%	19%	87%	13%
Other	83%	17%	85%	15%	73%	27%	79%	21%
CFO	79%	21%	85%	15%	82%	18%	76%	24%
CMO	58%	42%	43%	57%	29%	71%	59%	41%
CLO	100%	0%	100%	0%	50%	50%	50%	50%
Grand Total	84%	16%	87%	13%	78%	22%	81%	19%

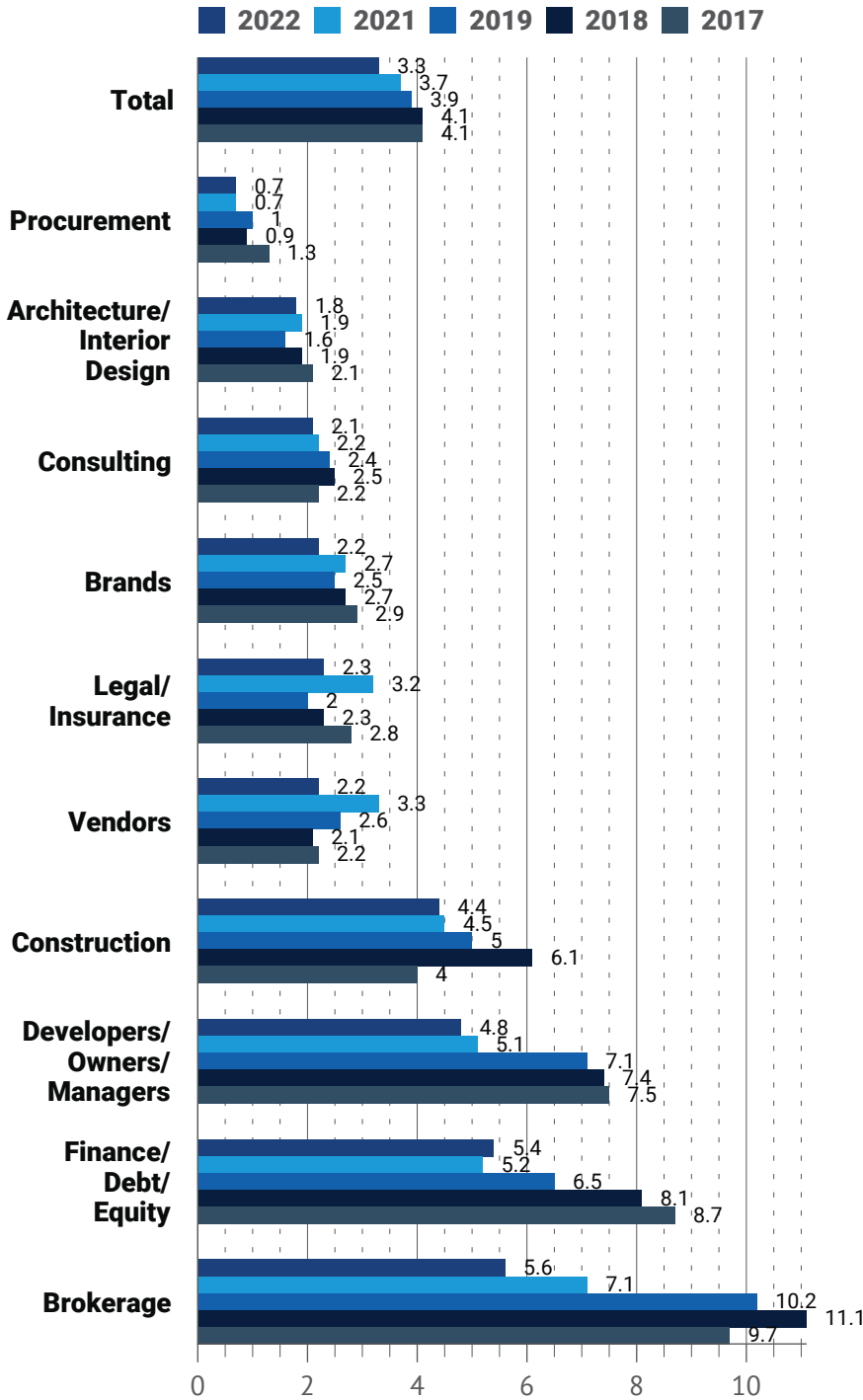
Abbreviations

- CDO – Chief Development Officer
- CFO – Chief Financial Officer
- CHRO – Chief Human Resource Officer
- CIO – Chief Investment Officer
- CLO – Chief Legal Officer (includes General Counsel)
- CMO – Chief Marketing Officer
- COO – Chief Operating Officer
- CRO – Chief Revenue Officer
- CTO – Chief Technology Officer

Hotel Investment Conferences: Number of Male Chiefs per Female Chief



Hotel Companies by Field: Number of Men per Woman

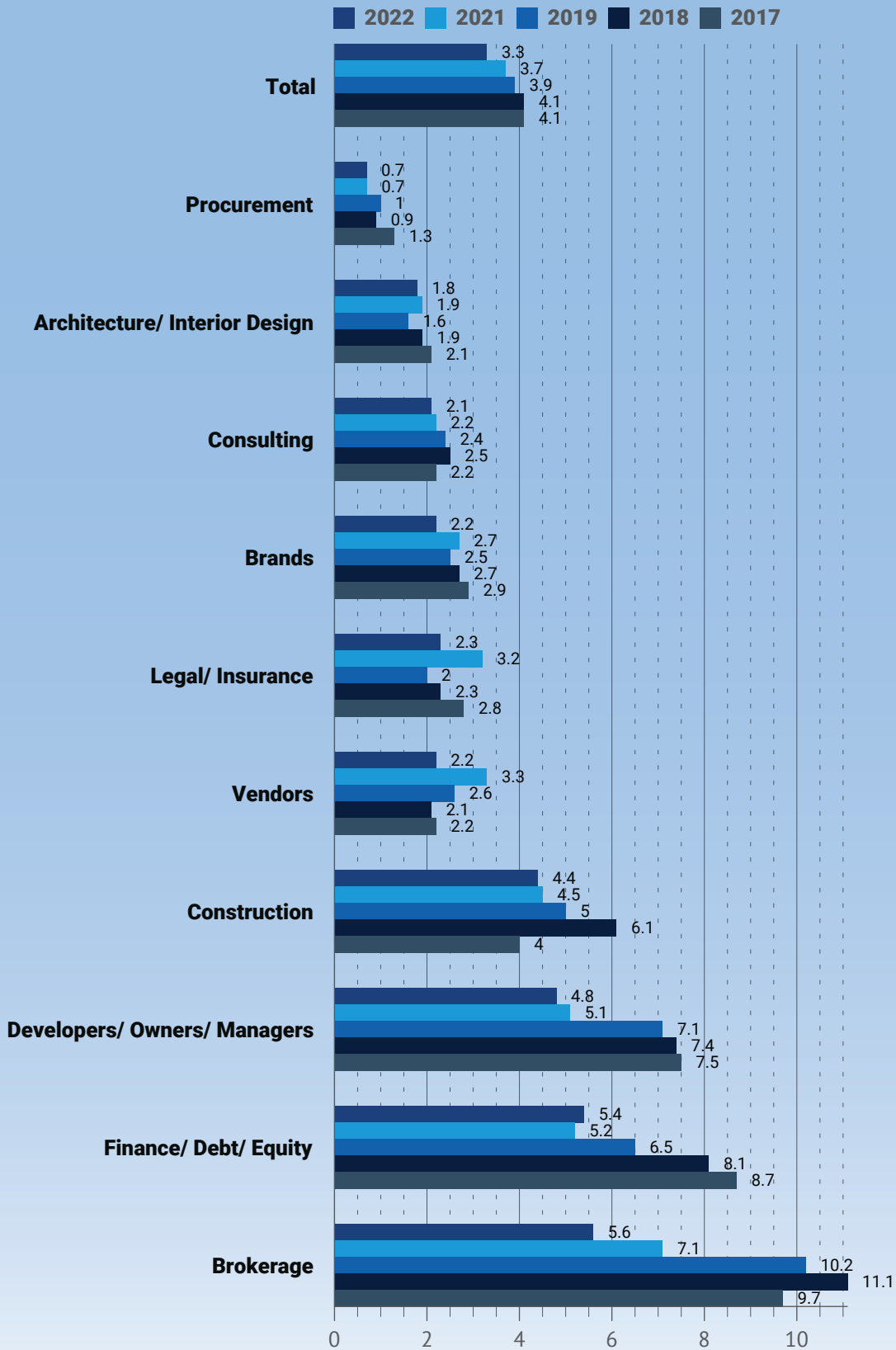


Women by Field or Specialty

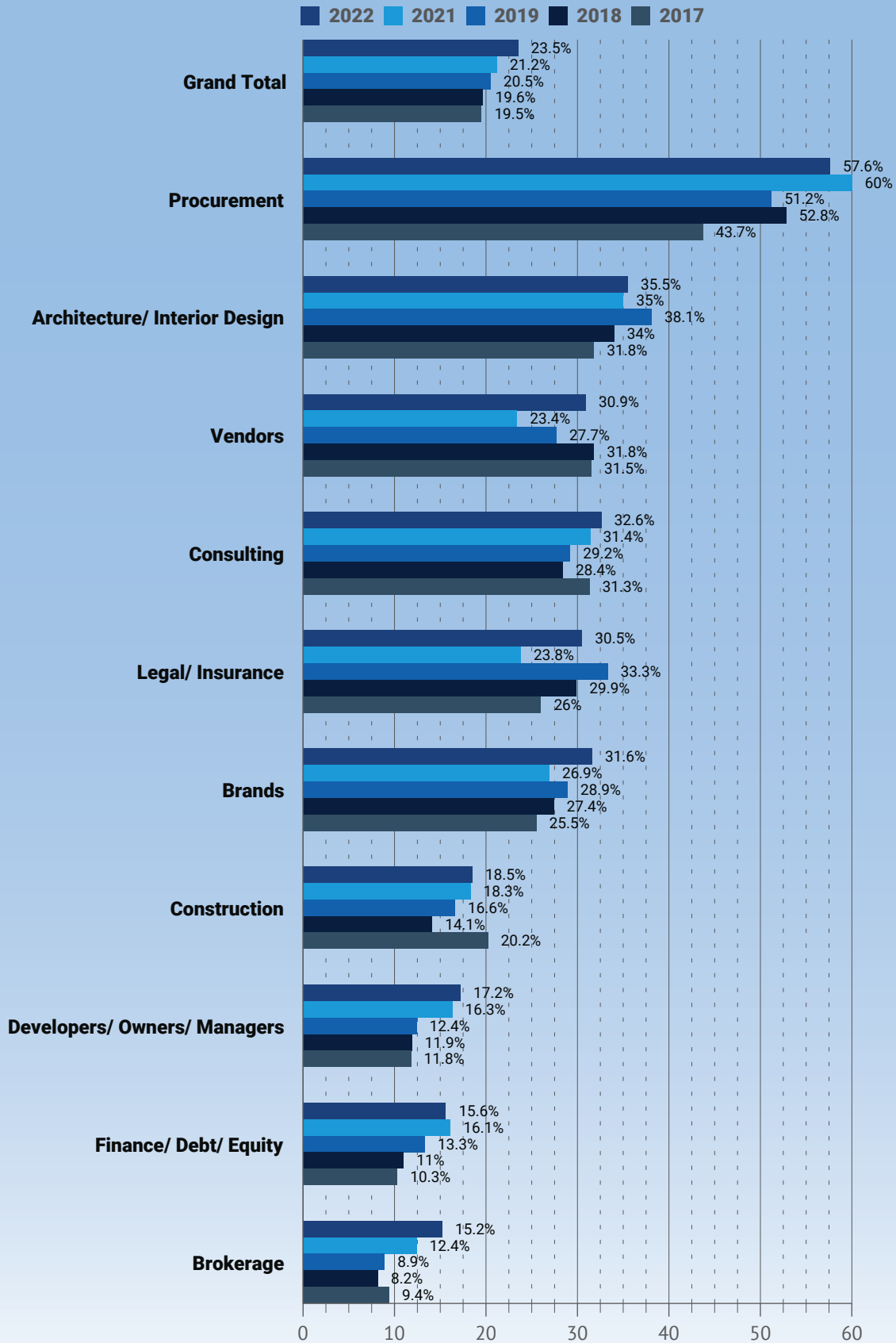
The lodging and accommodation workforce was 58% female in 2022, according to the Bureau of Labor Statistics¹. Hospitality programs at colleges and universities are skewed highly toward women – in recent years approximately 69% of students who graduated with a hospitality management degree were women². While enrollment in university-level hospitality management programs has dropped overall, these statistics indicate that a growing pipeline of women exists in the industry, and this is beginning to be reflected in the number of women occupying executive roles at hotel companies and appearing at and attending hotel investment conferences.

Similar to trends seen in chief positions where, overall, women are better-represented, or even over-represented, in certain fields in these data. Specifically, women executives are more common in HR, sales/marketing, and revenue management. However, women remain dramatically underrepresented in the investment/development, leadership, and information technology fields. In most fields, women have gained ground over the past year – only in asset management and revenue management were there more men per women in 2022 as compared to 2021. Similarly, in 2022 women were better represented in nearly every field at hotel investment conferences as compared to 2021.

Number of Men per Woman at Investment Conference by Field



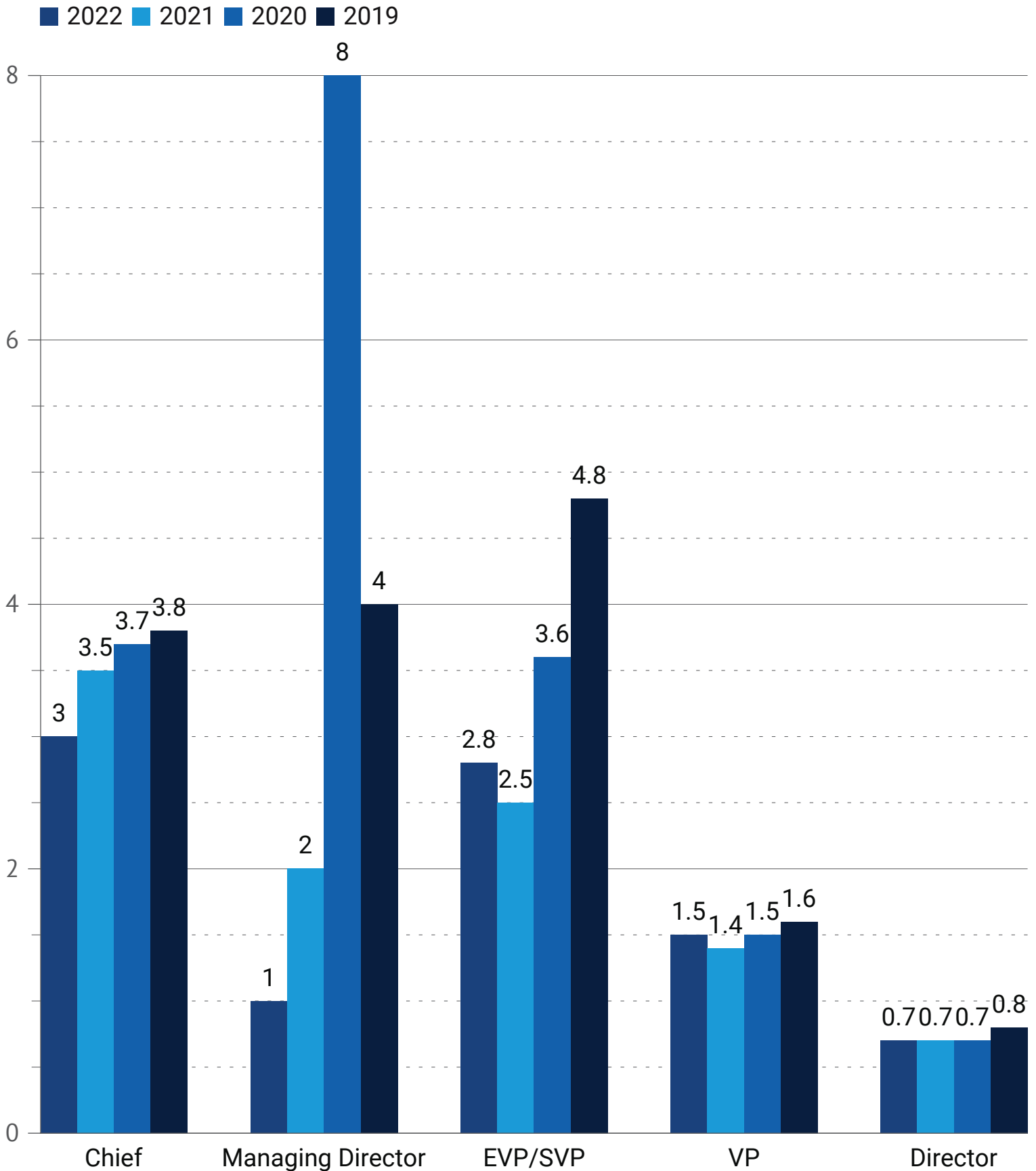
Hotel Investment Conference Attendance by Field



By Field / By Level

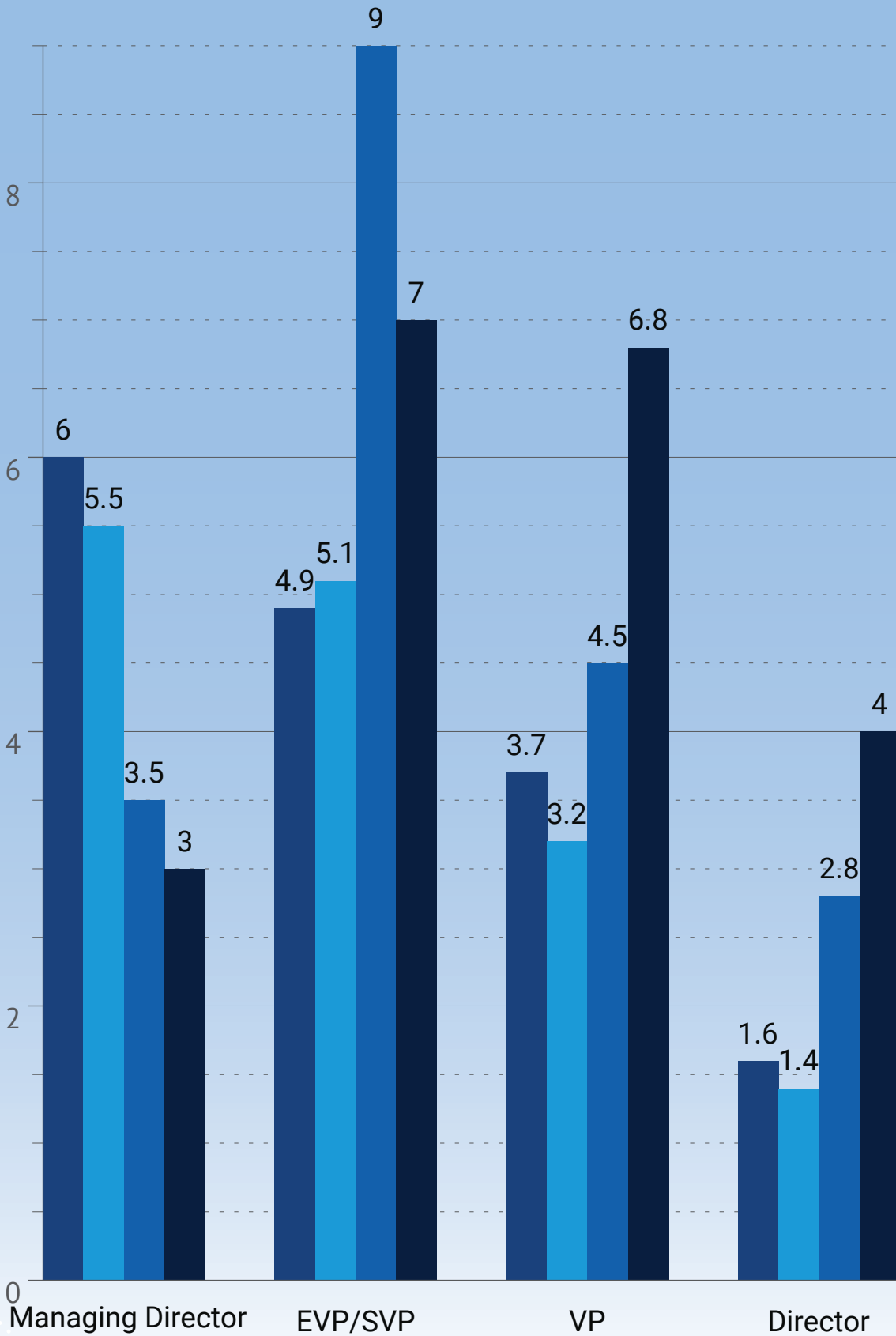
The following charts detail the number of men for each woman by level in individual fields. Hotel company data is presented first, followed by charts reporting investment conference attendance. Statistics are also presented as percentages in tables following these charts.

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

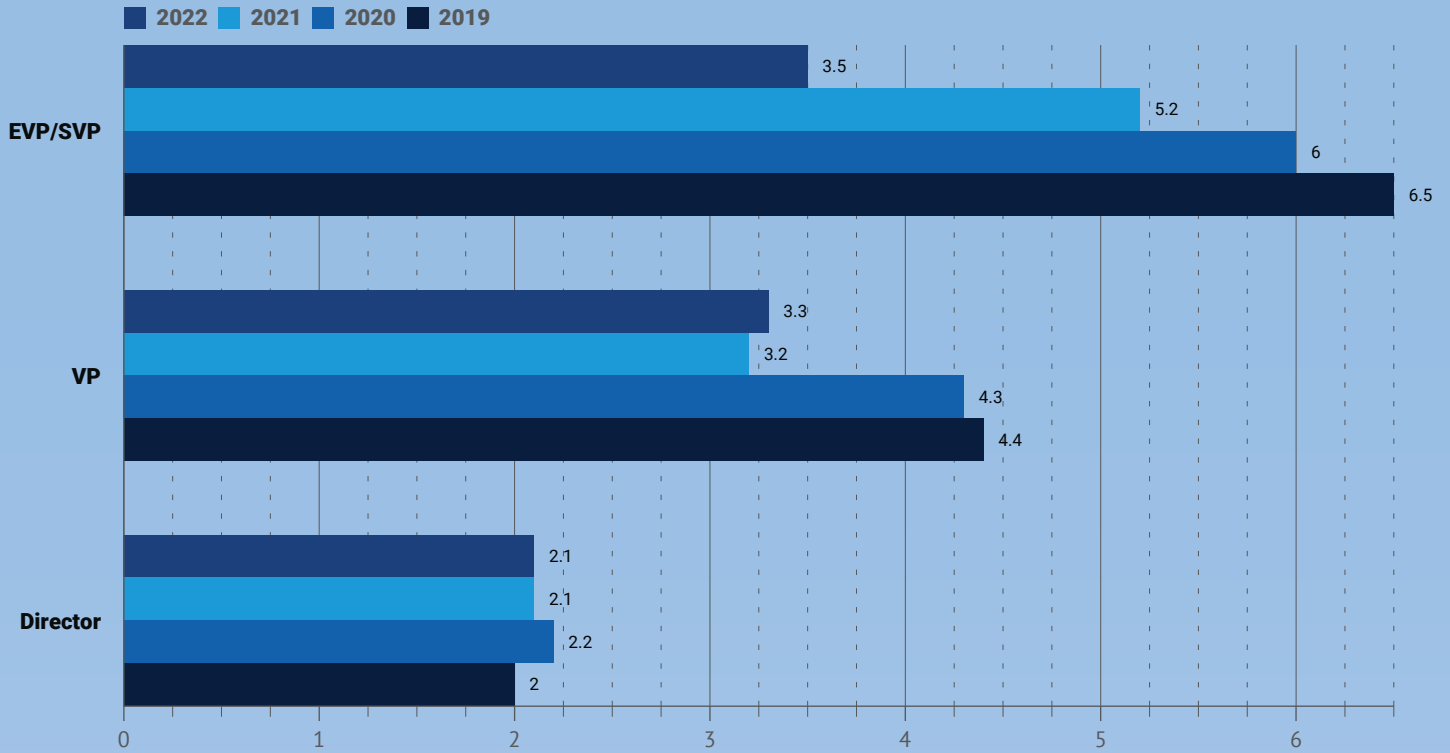


Number of Men per Woman in Hotel Companies: Accounting/Finance

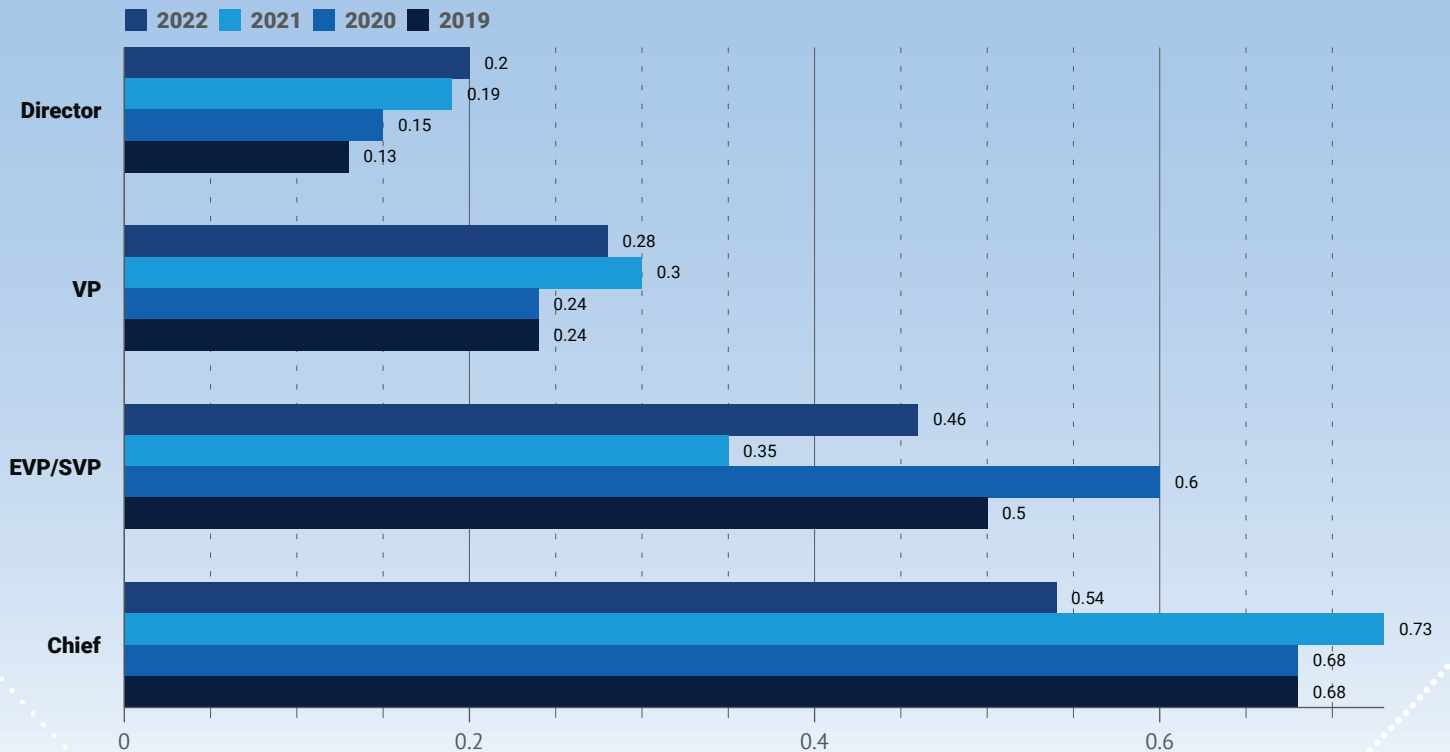
■ 2022 ■ 2021 ■ 2020 ■ 2019



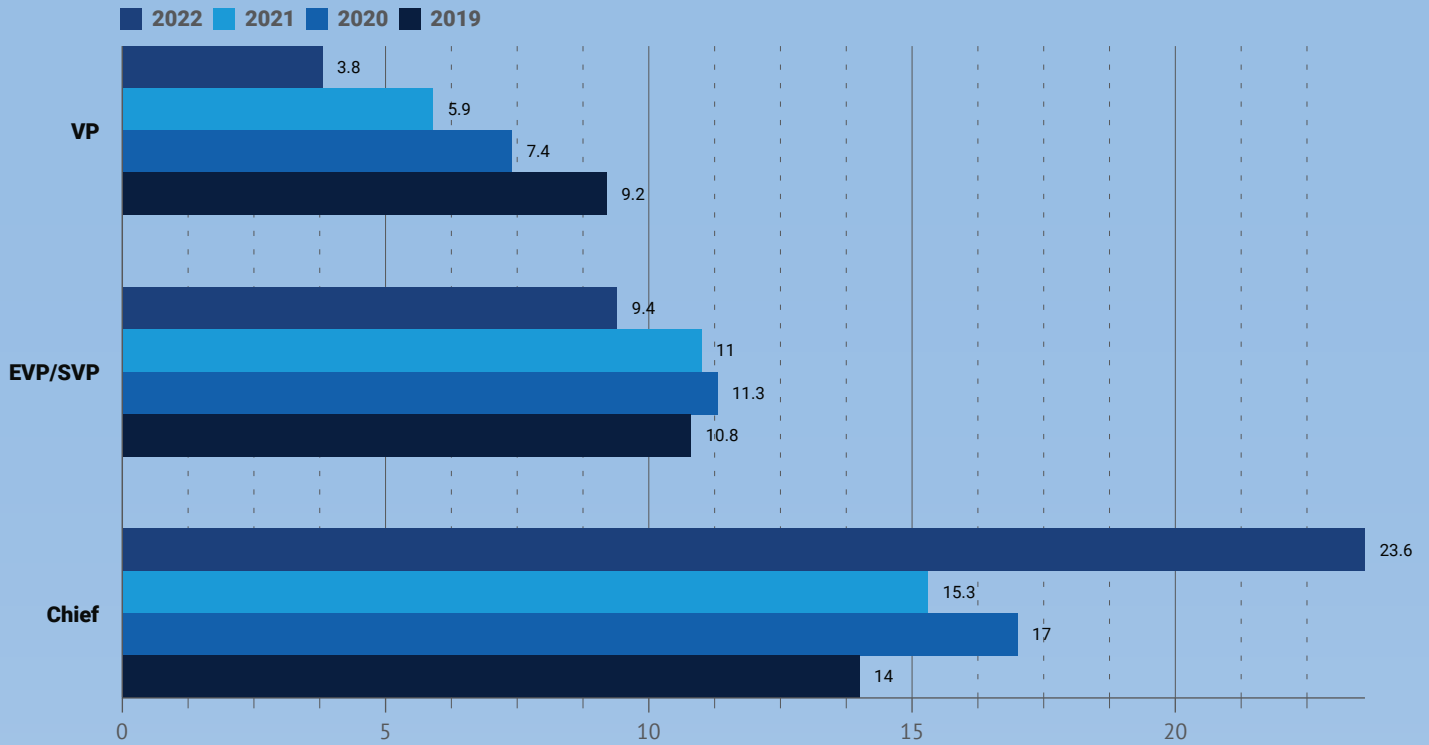
Number of Men per Woman in Hotel Companies: Construction/Design



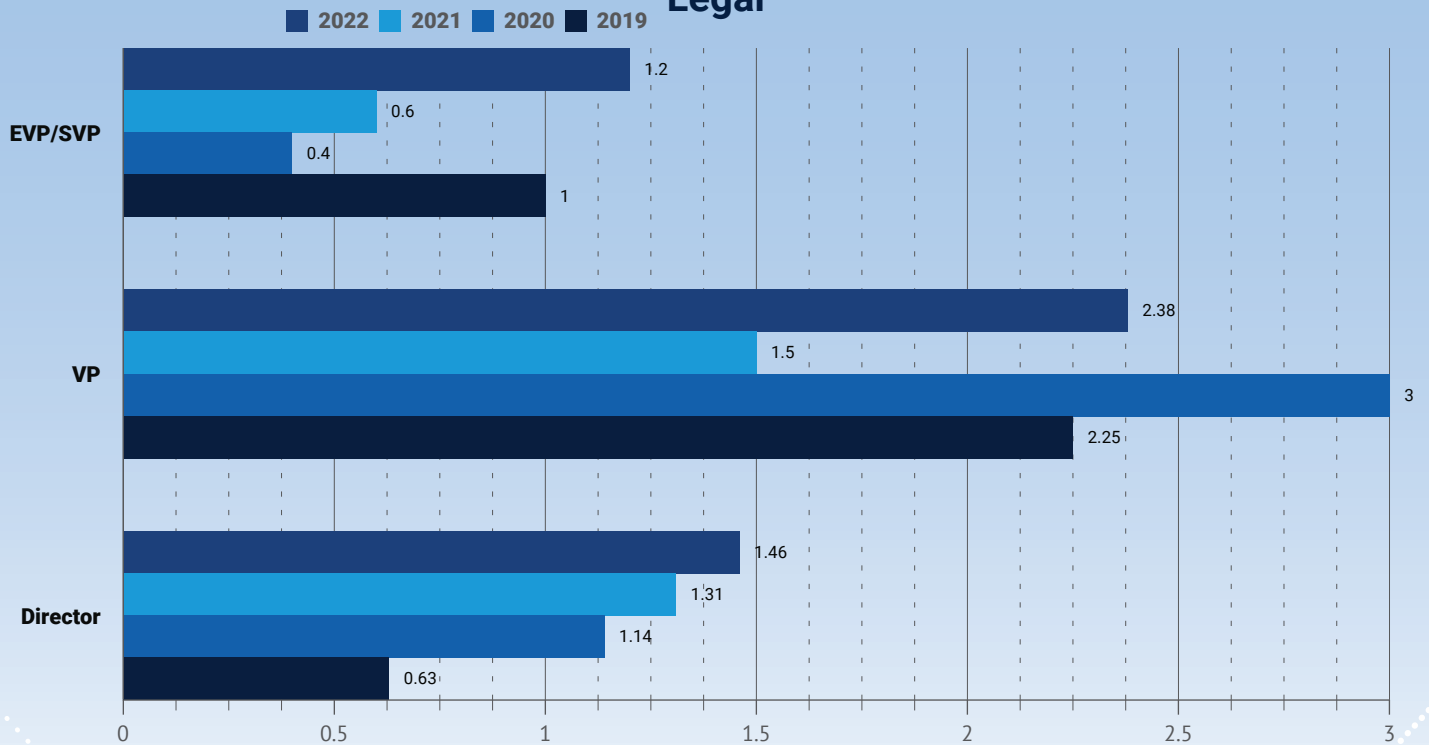
Number of Men per Woman in Hotel Companies: HR



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

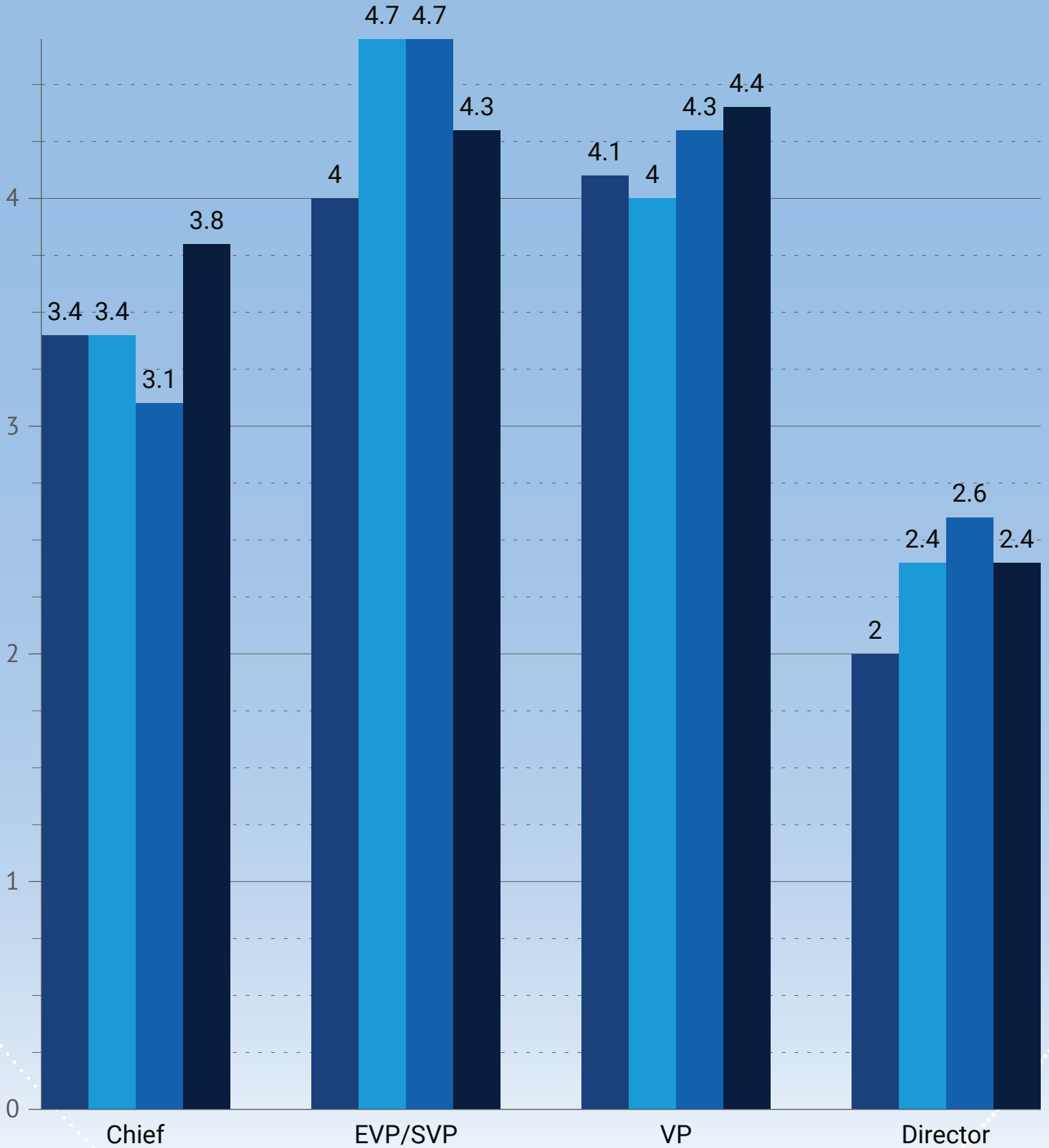


Number of Men per Woman in Hotel Companies: Legal



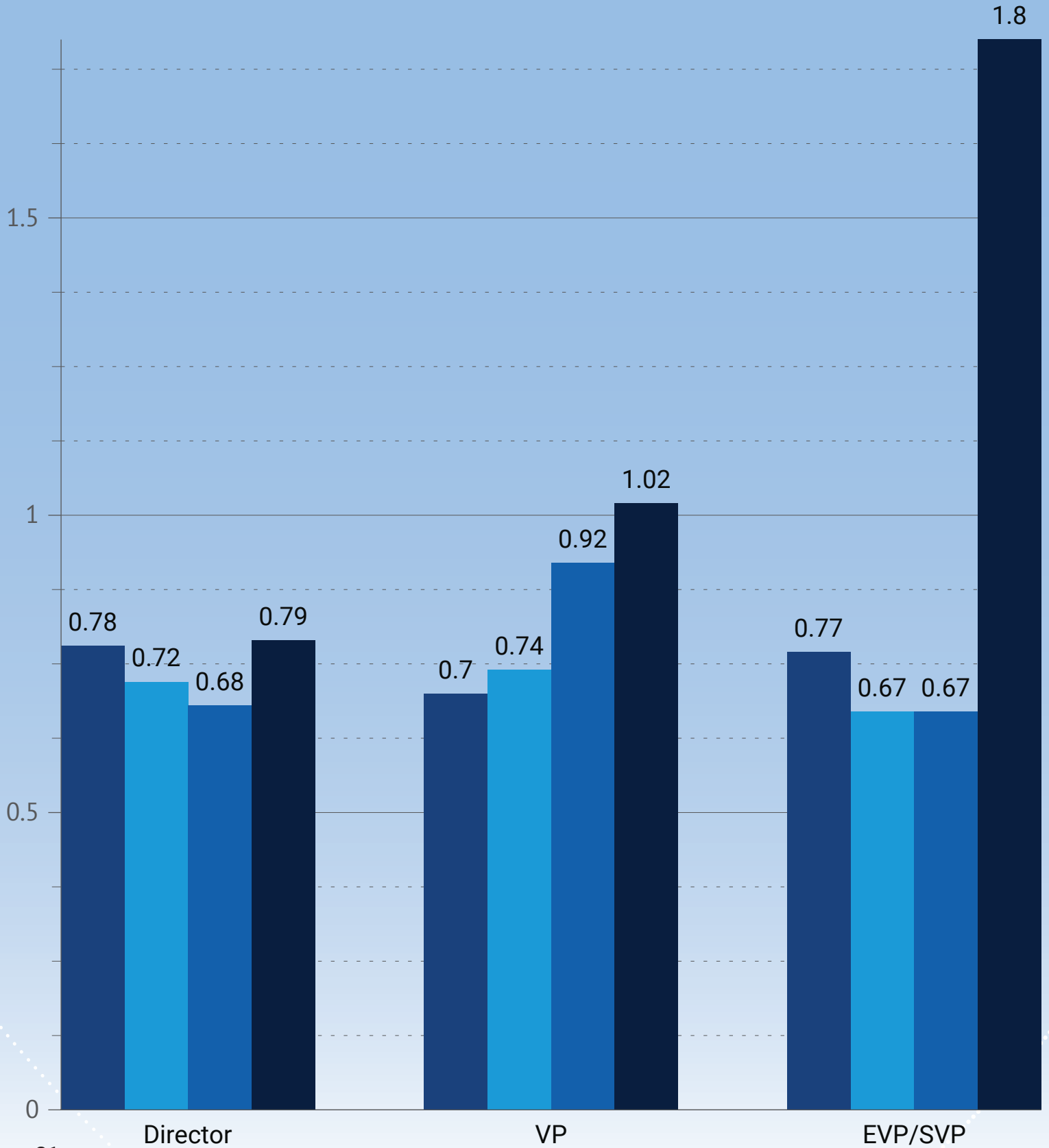
Number of Men per Woman in Hotel Companies: Operations

■ 2022 ■ 2021 ■ 2020 ■ 2019



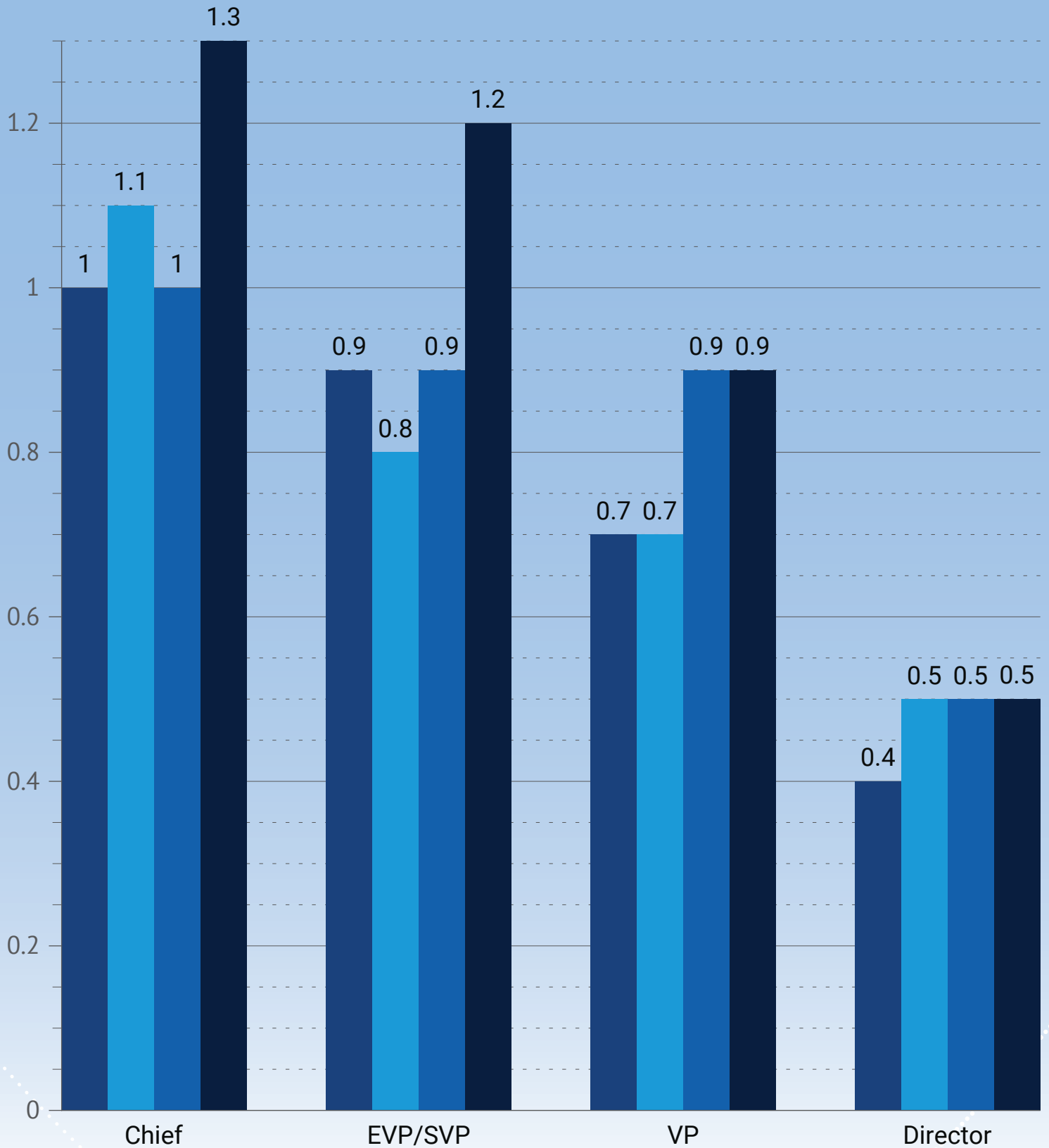
Number of Men per Woman in Hotel Companies: Revenue Management

■ 2022 ■ 2021 ■ 2020 ■ 2019



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

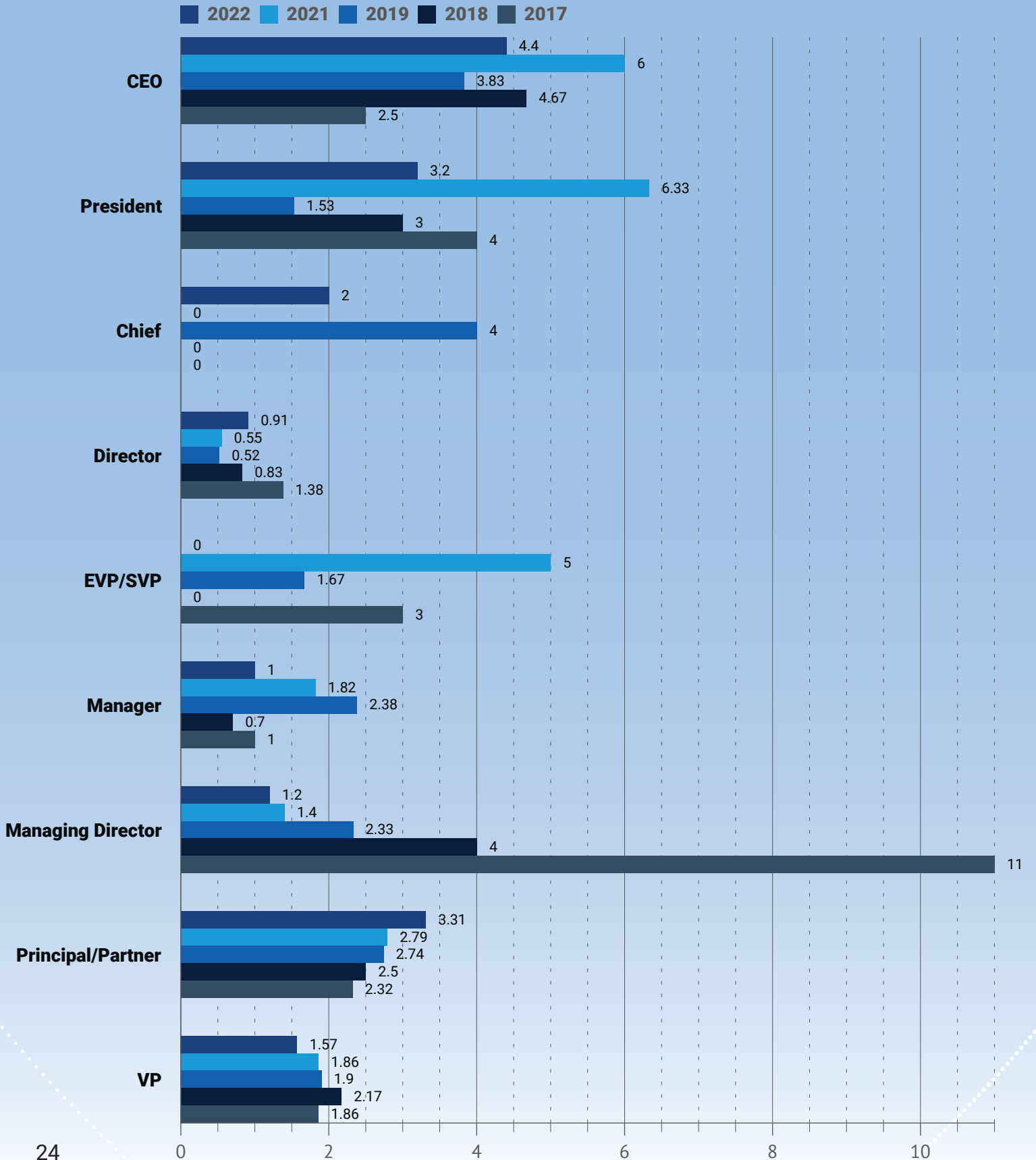
■ 2022 ■ 2021 ■ 2020 ■ 2019



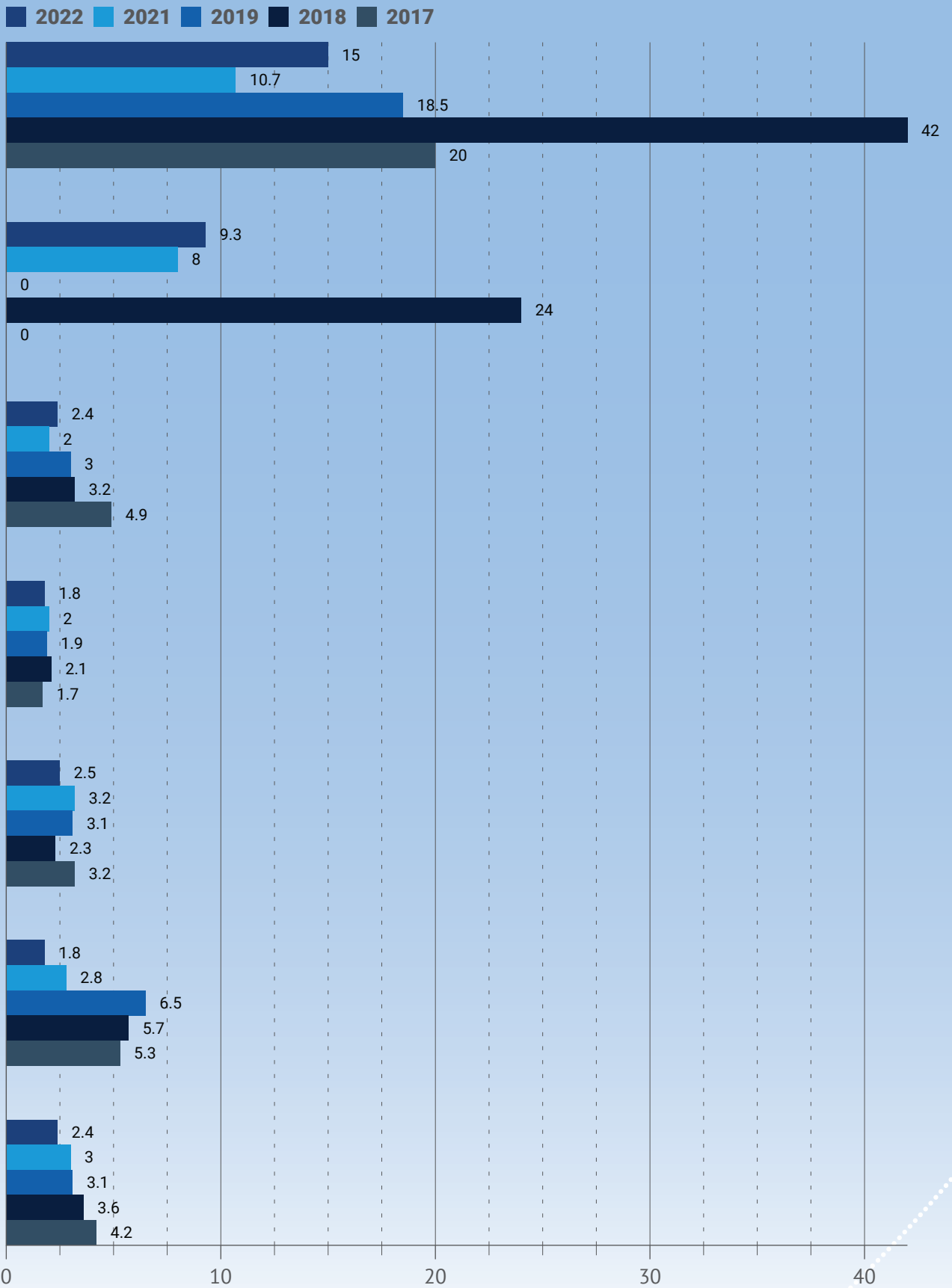


**Statistics for
Major US Hotel
Investment
Conferences by
Level and
by Field**

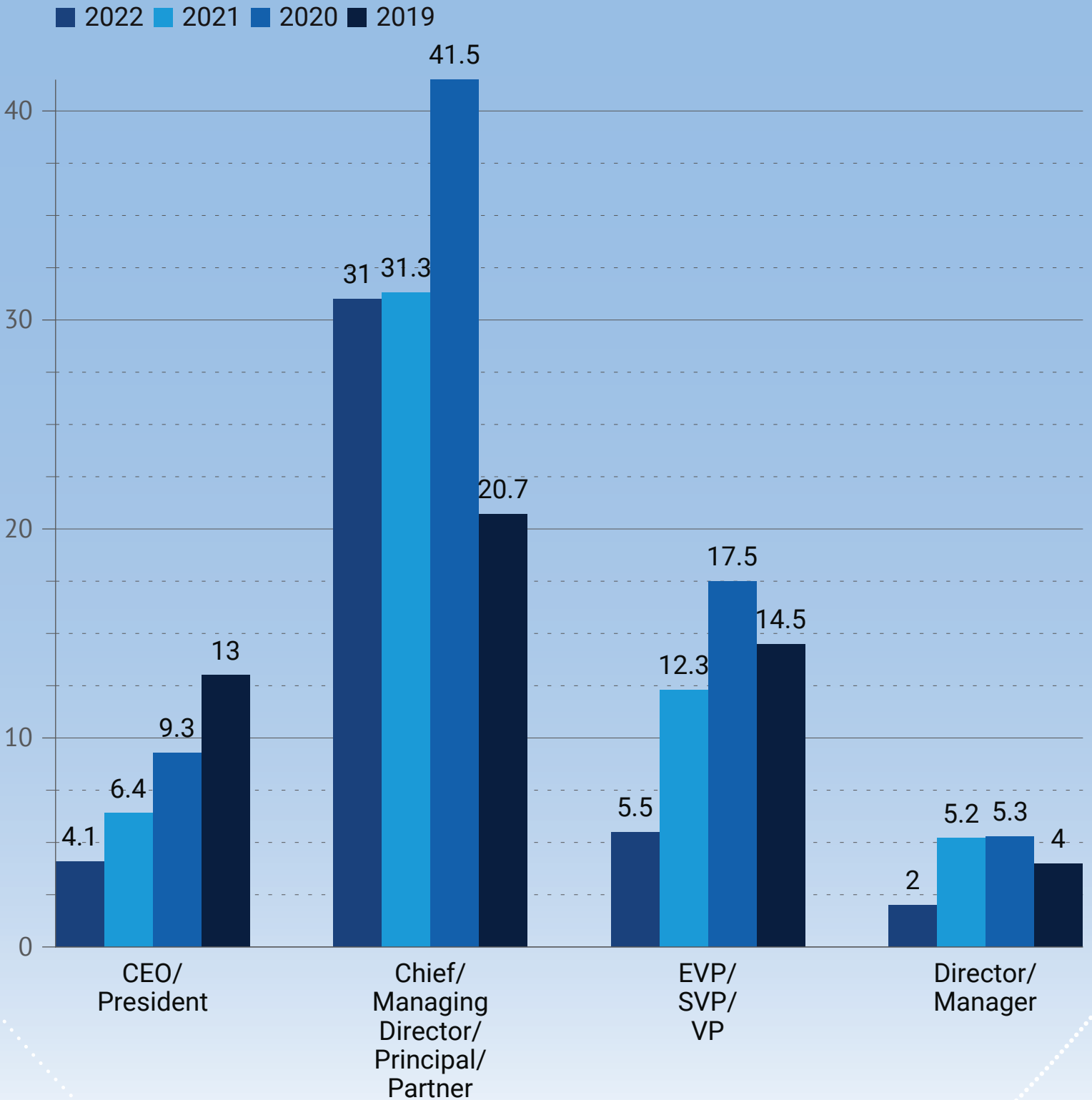
Number of Men per Woman at Investment Conferences: Architecture/Interior Design



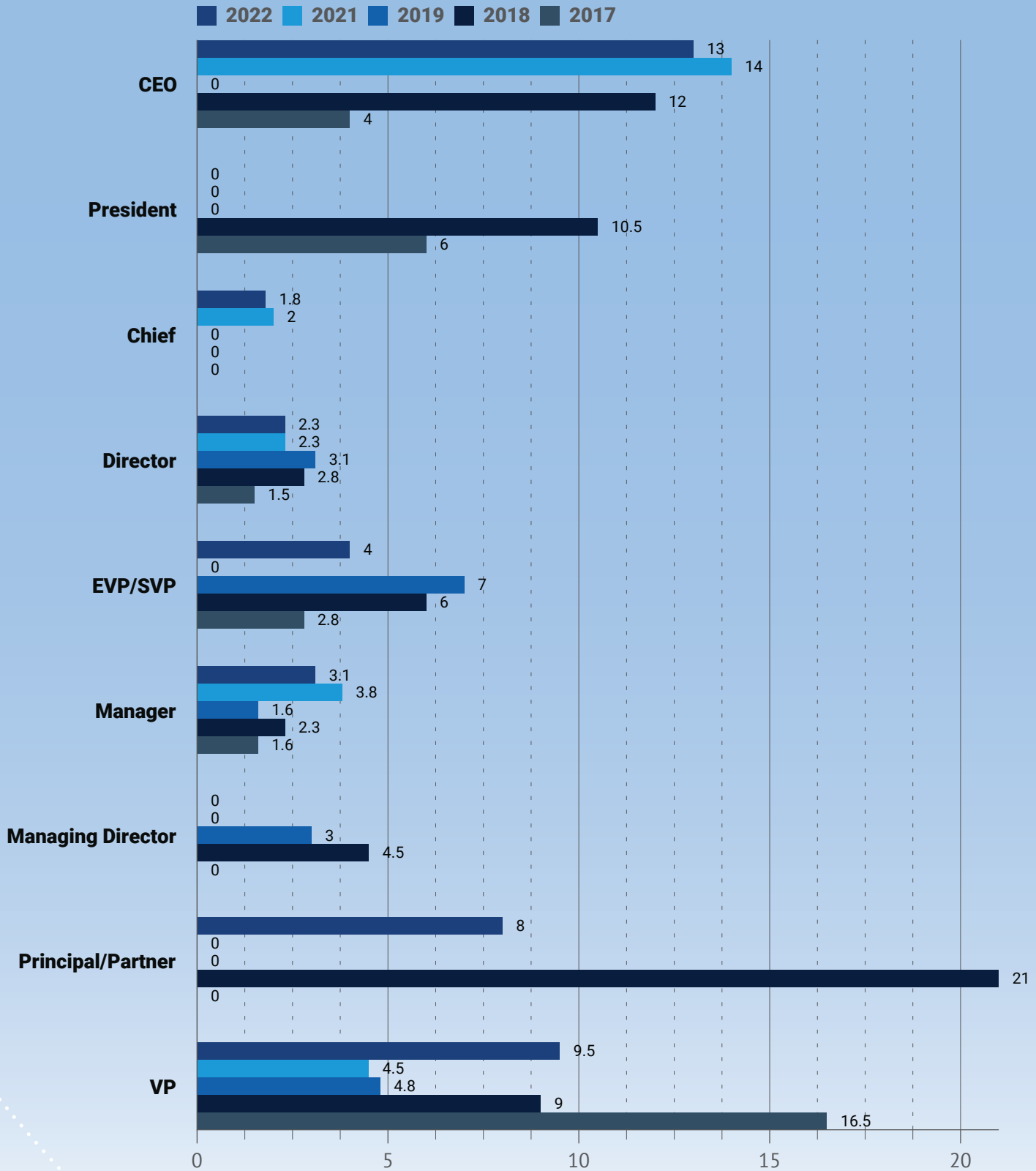
Number of Men per Woman at Investment Conferences: Brands



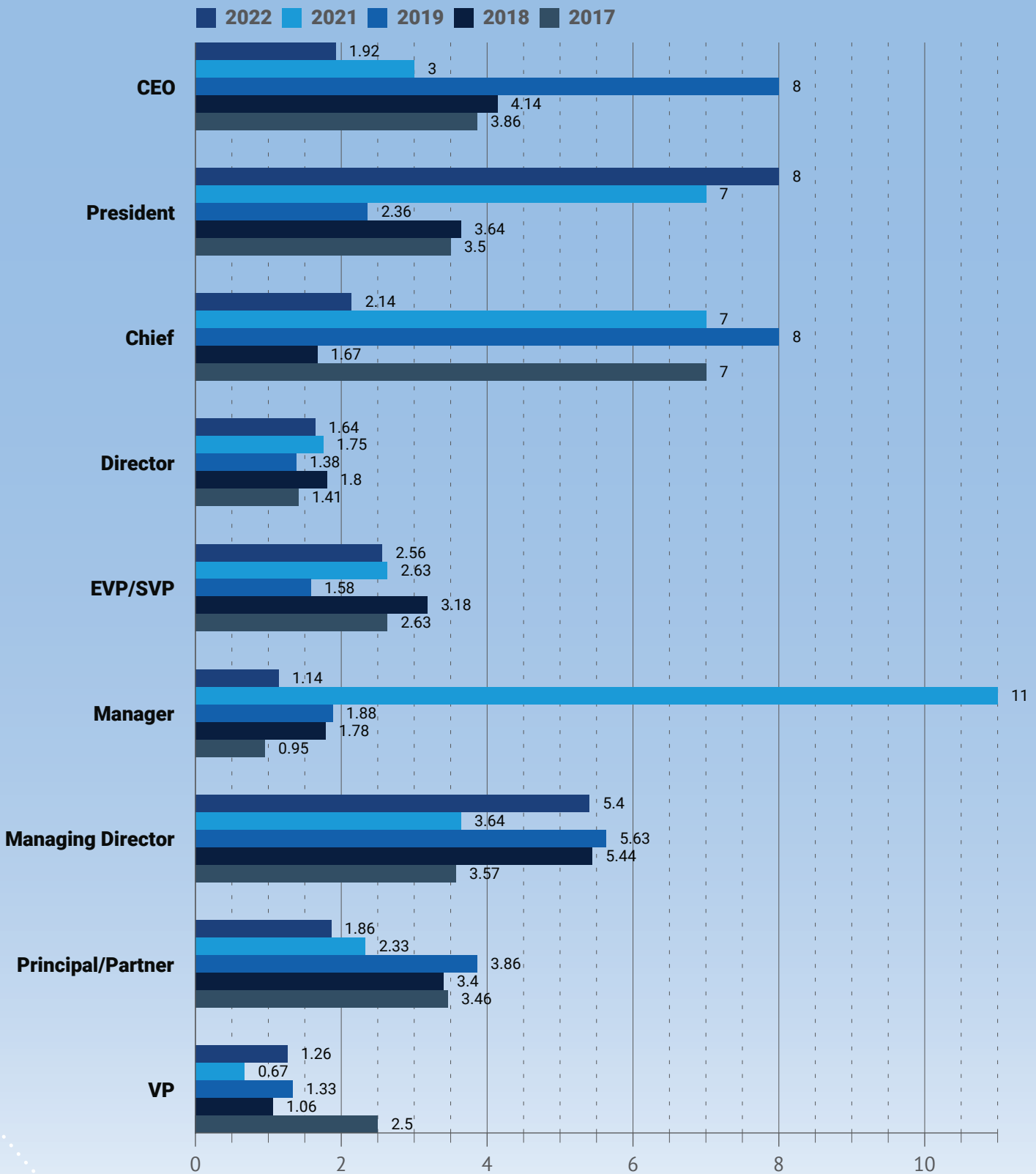
Number of Men per Woman at Investment Conferences: Brokerages



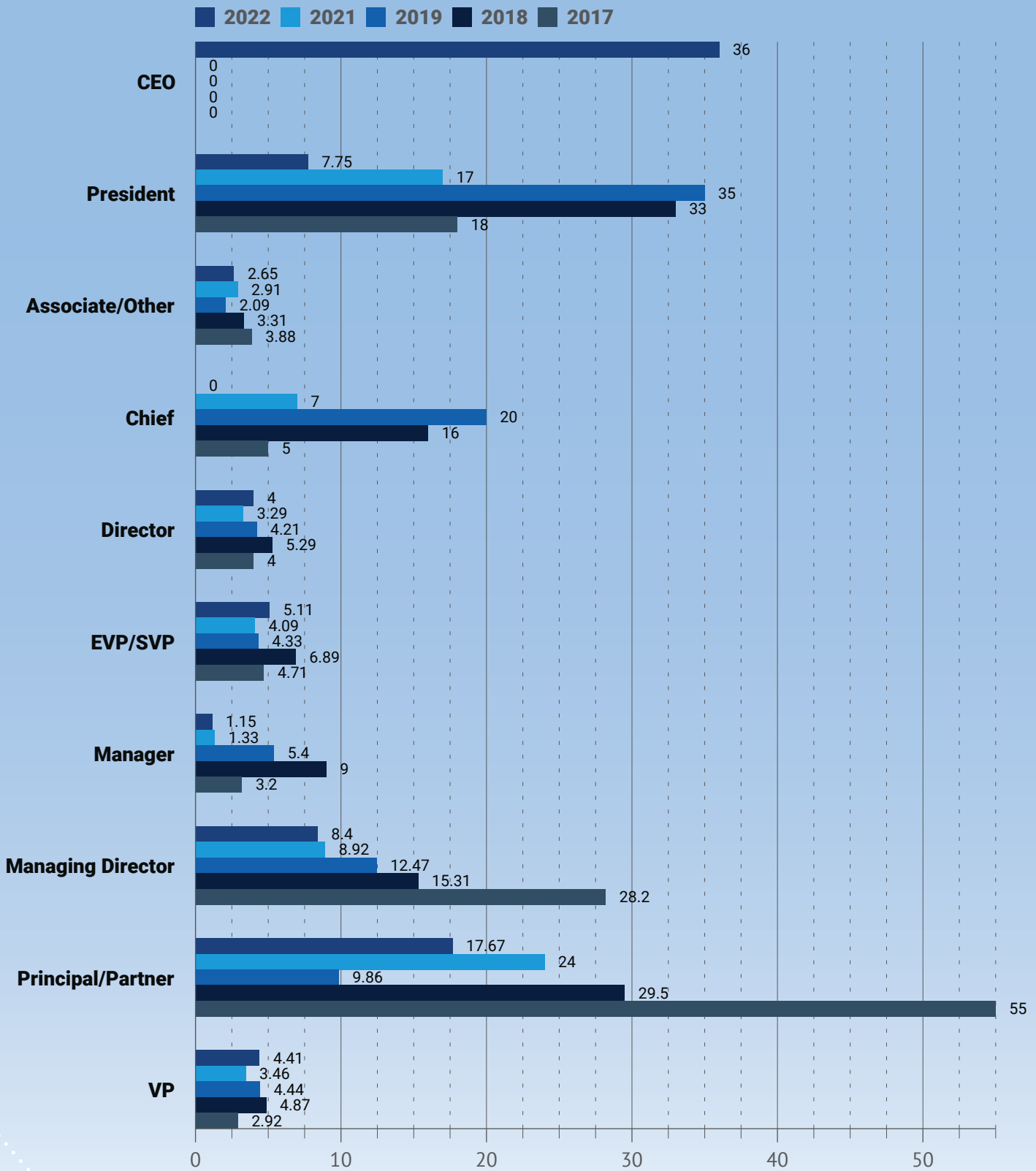
Number of Men per Woman at Investment Conferences: Construction



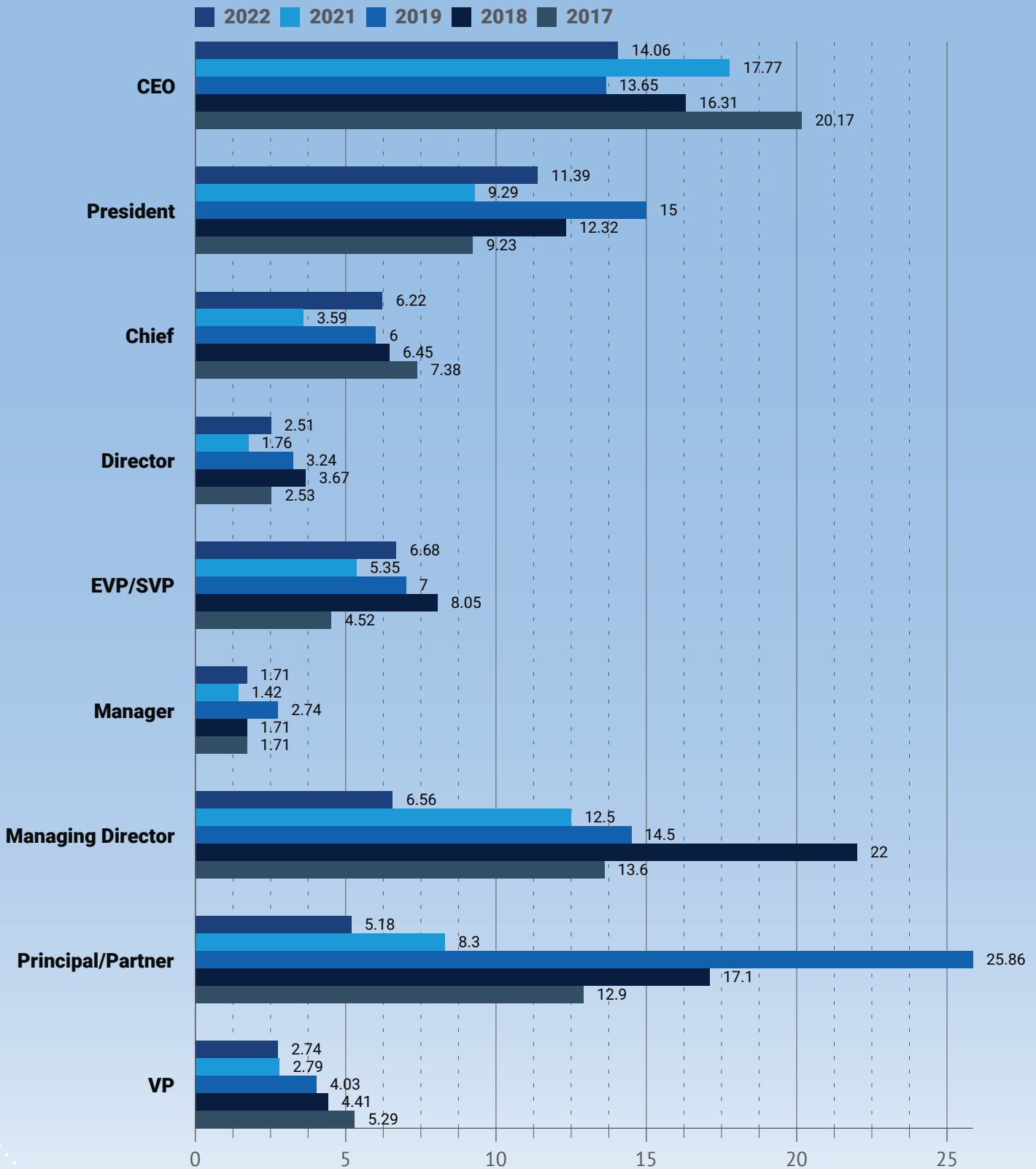
Number of Men per Woman at Investment Conferences: Consulting



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



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





Datasets

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

Field / Level	2019			2020			2021			2022		
	Men	Women	Sample	Men	Women	Sample	Men	Women	Sample	Men	Women	Sample
Accounting/ Finance	65%	35%	839	64%	36%	809	62%	38%	866	62%	38%	936
Chief	79%	21%	315	79%	21%	321	78%	22%	322	75%	25%	333
EVP/SVP	83%	17%	70	78%	22%	60	71%	29%	69	74%	26%	87
VP	61%	39%	157	61%	39%	152	59%	41%	167	61%	40%	200
Director	43%	57%	268	40%	60%	249	43%	57%	286	42%	58%	286
Asset Management	85%	15%	119	83%	17%	104	79%	21%	118	79%	21%	141
Construction/ Design	78%	22%	174	78%	22%	174	77%	23%	184	75%	25%	199
EVP/SVP	87%	13%	30	86%	14%	28	84%	16%	37	78%	22%	45
VP	81%	19%	70	81%	19%	74	76%	24%	80	77%	23%	81
Director	67%	33%	63	68%	32%	63	67%	33%	55	68%	32%	59
F & B	88%	12%	85	89%	11%	72	87%	13%	82	85%	15%	92
HR	19%	81%	331	20%	80%	323	23%	77%	337	23%	77%	397
Chief	41%	59%	37	41%	59%	37	42%	58%	45	35%	65%	60
EVP/SVP	33%	67%	33	38%	63%	32	26%	74%	42	31%	69%	51
VP	20%	80%	102	19%	81%	99	23%	77%	103	22%	78%	113
Director	11%	89%	158	13%	87%	151	16%	84%	135	16%	84%	159
Investment/ Development	91%	9%	462	91%	9%	456	91%	9%	507	89%	11%	616
Chief	93%	7%	90	94%	6%	90	94%	6%	98	96%	4%	123
EVP/SVP	92%	8%	106	92%	8%	98	92%	8%	132	90%	10%	166
VP	90%	10%	133	88%	12%	126	85%	15%	144	79%	21%	153
Director	86%	14%	78	87%	13%	85	87%	13%	75	85%	15%	97
Leadership	92%	8%	936	92%	8%	973	91%	9%	1048	90%	10%	1211
CEO	95%	5%	408	94%	6%	424	94%	6%	423	94%	6%	419
President	92%	8%	285	91%	9%	311	91%	9%	367	92%	8%	392
Partner/Principal	97%	3%	89	98%	2%	88	96%	4%	100	96%	4%	112
Managing Director	83%	17%	140	82%	18%	137z	84%	16%	134	84%	16%	126
Legal	65%	35%	165	67%	33%	167	65%	35%	195	65%	35%	228
Chief	67%	33%	123	69%	31%	127	68%	32%	136	66%	34%	137
Operations	79%	21%	1151	79%	21%	1156	78%	22%	1205	77%	23%	1310
Chief	79%	21%	211	76%	24%	215	77%	23%	225	77%	23%	234
EVP/SVP	81%	19%	212	83%	17%	212	82%	18%	239	80%	20%	245
VP	82%	18%	336	81%	19%	340	80%	20%	350	81%	19%	391
Director	71%	29%	313	73%	27%	310	71%	29%	306	67%	33%	344
Procurement	65%	35%	49	70%	30%	46	66%	34%	50	67%	33%	51
Revenue Management	48%	52%	252	44%	56%	251	42%	58%	275	43%	57%	293
Sales/ Marketing	43%	57%	548	42%	58%	509	40%	60%	565	38%	62%	633
Chief	56%	44%	43	51%	49%	47	52%	48%	46	51%	49%	49
EVP/SVP	54%	46%	69	46%	54%	56	43%	57%	70	46%	54%	78
VP	47%	53%	203	47%	53%	187	43%	57%	237	40%	60%	258
Director	35%	65%	229	33%	67%	212	33%	67%	205	30%	70%	240
Technology/ Information	88%	12%	137	87%	13%	132	92%	8%	137	91%	9%	176
Chief	91%	9%	46	88%	12%	43	93%	7%	44	91%	9%	58
VP	89%	11%	37	92%	8%	38	95%	5%	39	94%	6%	50
Director	80%	20%	46	80%	20%	46	88%	13%	48	88%	12%	57
Total	71%	29%	5248	71%	29%	5172	70%	30%	5569	69%	31%	6283

Note: Totals for each field are larger than the sum of the levels shown. Totals are the complete sample for each field including levels that did not have large enough samples to show.

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

	2017	2017	2017	2018	2018	2018	2019	2019	2019	2021	2021	2021	2022	2022	2022
Field / Level	M	W	n	W	M	n	M	W	n	W	M	n	M	W	n
Academia	41%	59%	154	55%	45%	184	65%	35%	140	68%	32%	121	57%	43%	133
Architecture/ Interior Design	69%	31%	314	68%	32%	376	65%	35%	433	66%	34%	320	64%	36%	434
President	77%	23%	31	78%	22%	36	63%	38%	40	83%	17%	24	65%	35%	31
Principal/Partner	72%	28%	129	73%	27%	134	73%	27%	147	71%	29%	118	75%	25%	138
Director	53%	47%	49	44%	56%	54	39%	61%	80	36%	64%	55	51%	49%	75
Brands	76%	24%	918	74%	26%	1250	73%	27%	1317	74%	26%	888	69%	31%	1234
CEO	96%	4%	57	96%	4%	56	95%	5%	44	94%	6%	47	92%	8%	39
Chief	85%	15%	111	80%	20%	116	77%	23%	106	69%	31%	102	72%	28%	97
Managing Director	84%	16%	45	87%	13%	67	87%	13%	77	74%	26%	57	67%	33%	72
EVP/SVP	75%	25%	138	72%	28%	185	76%	24%	196	80%	20%	180	75%	25%	235
VP	82%	18%	239	80%	20%	352	76%	24%	374	76%	24%	216	72%	28%	327
Director	64%	36%	165	69%	31%	263	66%	34%	292	68%	32%	132	66%	34%	229
Manager	48%	52%	95	45%	55%	116	48%	52%	138	55%	45%	84	36%	64%	113
Brokerage	94%	6%	245	94%	6%	376	92%	8%	371	88%	12%	315	86%	14%	402
Managing Director	95%	5%	63	96%	4%	77	100%	0%	86	96%	4%	83	93%	7%	68
EVP/SVP	100%	0%	46	99%	1%	79	96%	4%	74	93%	7%	58	93%	7%	75
VP	84%	16%	31	90%	10%	52	84%	16%	43	69%	31%	29	77%	23%	53
Construction	82%	18%	223	87%	13%	320	84%	16%	361	45%	55%	246	83%	17%	232
EVP/SVP	76%	24%	25	87%	13%	31	90%	10%	29	86%	14%	14	88%	13%	8
VP	95%	5%	42	93%	7%	68	84%	16%	64	83%	17%	47	91%	9%	46
Director	70%	30%	43	83%	17%	59	83%	17%	76	74%	26%	50	69%	31%	52
Manager	67%	33%	39	71%	29%	51	65%	35%	74	75%	25%	44	79%	21%	43
Consulting	71%	29%	464	73%	27%	588	72%	28%	493	70%	30%	274	67%	33%	478
CEO	76%	24%	37	77%	23%	43	84%	16%	32	73%	27%	33	69%	31%	39
President	71%	29%	34	71%	29%	62	63%	37%	46	64%	36%	25	76%	24%	45
Principal/Partner	78%	22%	67	77%	23%	96	78%	22%	78	70%	30%	44	66%	34%	73
Chief	89%	11%	9	58%	42%	12	75%	25%	12	89%	11%	9	68%	32%	25
Managing Director	77%	23%	109	85%	15%	123	86%	14%	112	79%	21%	53	85%	15%	66
EVP/SVP	77%	23%	35	76%	24%	54	60%	40%	57	69%	31%	36	64%	36%	39
VP	69%	31%	29	49%	51%	47	59%	41%	27	40%	60%	25	58%	42%	45
Director	59%	41%	64	66%	34%	82	60%	40%	67	67%	33%	27	60%	40%	67
Manager	50%	50%	42	62%	38%	26	66%	34%	29	80%	20%	15	47%	53%	19
Developers/ Owners/ Managers	89%	11%	2015	89%	11%	2353	88%	12%	2496	84%	16%	1844	83%	17%	2326
CEO	96%	4%	331	94%	6%	338	93%	7%	373	95%	5%	306	94%	6%	299
President	92%	8%	290	93%	7%	319	94%	6%	316	91%	9%	300	92%	8%	343
Principal/Partner	94%	6%	187	95%	5%	250	96%	4%	255	90%	10%	122	83%	17%	178
Managing Director	94%	6%	99	94%	6%	144	93%	7%	160	92%	8%	103	85%	15%	81
EVP/SVP	85%	15%	227	89%	11%	237	88%	13%	272	86%	14%	170	87%	13%	225
VP	85%	15%	301	82%	18%	351	80%	20%	358	74%	26%	311	74%	26%	375
Director	77%	23%	167	81%	19%	226	78%	22%	228	68%	32%	126	72%	28%	246
Manager	67%	33%	55	65%	35%	81	76%	24%	92	66%	34%	59	66%	34%	107

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

Finance/ Debt/ Equity	90%	10%	590	90%	10%	892	88%	12%	930	85%	15%	652	86%	14%	872
Principal/Partner	99%	1%	71	97%	3%	74	93%	7%	94	97%	3%	70	96%	4%	83
Managing Director	97%	3%	167	95%	5%	247	93%	7%	223	91%	9%	158	89%	11%	190
EVP/SVP	85%	15%	75	86%	14%	120	82%	18%	122	78%	22%	78	84%	16%	83
VP	81%	19%	73	81%	19%	129	83%	17%	141	81%	19%	97	83%	17%	136
Director	80%	20%	66	84%	16%	116	83%	17%	116	77%	23%	69	76%	24%	133
Legal/ Insurance	75%	25%	223	71%	29%	278	68%	32%	264	78%	22%	126	71%	29%	167
Principal/Partner	80%	20%	117	81%	19%	139	81%	19%	114	81%	19%	63	74%	26%	82
Media	60%	40%	139	55%	45%	139	55%	45%	116	56%	44%	128	62%	38%	167
Other/ Association	54%	46%	163	58%	42%	213	59%	41%	211	62%	38%	158	52%	48%	207
Procurement	60%	40%	87	51%	49%	89	52%	48%	86	43%	57%	60	48%	52%	59
Vendors	71%	29%	406	69%	31%	493	72%	28%	520	79%	21%	380	69%	31%	443
Total	80%	20%	5948	80%	20%	7561	80%	20%	7746	79%	21%	5525	76%	24%	7362

Note: Totals for each field are larger than the sum of the levels shown. Totals are the complete sample for each field including levels that did not have large enough samples to show.



Levels: Definitions

Titles of executives included in this report are organized by level using the following groups.

Associate/Other

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

Director

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

Manager

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

VP

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

EVP/SVP

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

Chief (C-suite)

Executives with “Chief – Officer” in their title – CFO, COO, CMO, CLO, etc. General counsels are classified as CLOs. Some chiefs also are presidents or SVPs – dual titles including chief are categorized by their chief role. Dual titles including president or CEO are classified as president or CEO and also shown in the distribution of chiefs.

Principal/Partner

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

Managing Director

Managing directors, managing principals, managing partners, and senior managing directors as well as “head” titles including division head, global head.

President

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

CEO

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

Board

Chairman, treasurer, board director, and other board titles. We do not present board representation in this report.

References

1. US Bureau of Labor Statistics. (2023). Current Population Survey: Employed persons by detailed industry, sex, race, and Hispanic or Latino Ethnicity. Available at: <https://www.bls.gov/cps/cpsaat18.htm>
2. National Center for Education Statistics. (2021). Completions: Number of students receiving awards/degrees by award level and by gender, race/ethnicity, and age categories. Available at: <https://nces.ed.gov/ipeds/datacenter/DataFiles.aspx?gotoReportId=7&>