



DEI REPORT

ON THE RESTAURANT INDUSTRY - 2022



IN PARTNERSHIP WITH



Nolan
Cornell
SC Johnson College of Business



BACKGROUND

NRAEF in partnership with MFHA, the National Restaurant Association and Cornell University Nolan School of Hotel Administration, conducted research to measure the awareness and perceived effectiveness of DEI practices in the restaurant industry. The focus was to understand the perceptions of practices at the enterprise and individual level and to evaluate how DEI practices might impact employee recruitment, satisfaction, and retention.

SPECIFIC QUESTIONS

- What is the current profile of diversity in the restaurant and foodservice industry?
- What is the prevalence of DEI policies and practices in the restaurant and foodservice industry?
- What are the perceptions about current DEI policies and practices in the restaurant and foodservice industry?
- What is the association between awareness and perception about DEI policies & practices and satisfaction and feelings about working in the restaurant and foodservice industry?

SAMPLE & RESPONDENT: ENTERPRISE

n=200

- Online surveying from 08/05/2021 – 08/13/2021
- Population representative of U.S. restaurant and foodservice industry

OWNERSHIP STRUCTURE

- 54%** Sole proprietorship*
- 36%** Corporate office headquarters
- 7%** LLC partnership

CHAIN AFFILIATION

- 46%** Independent/Unaffiliated
- 45%** Franchisee
- 9%** Franchisor

ROLES OF THOSE WHO PROVIDED THE RESPONSE

- 70%** C-Suite roles (Owner, President, CEO, COO, CHRO, or CFO)
- 27%** Managerial roles (Supervisor, Director, Manager)
- 4%** held an HR-related role

** Sole proprietorship = S-Corps (41%) and Individual Proprietorships (13%)*



SAMPLE & RESPONDENT: INDIVIDUAL CRITERION & WEIGHTING

- Online surveying from 08/18/2021 – 09/10/2021
- Population representative of U.S. population

CRITERION

- 18 or older, living in the United States
- **Current Employees** (n=2180)
- **Former Employees** (n=1000) = Worked within last 5 years, but not currently
- **Never Worked/Considering** (n=1000) = Not currently, but would consider working in the industry
- **Never Worked/Not Considering** (n=1000) = Not currently, and would never consider working in the industry

WEIGHTING

Weighting was applied as follows to account for an underrepresentation of Hispanics in individual surveys:

- **Current and Former:** Weighted to BLS Occupation/Industry average at 27.4%
- **Never Worked:** Weighted to BLS Household average at 17.6%

Weighting was not applied to gender, Caucasian, African American, or disability-related data as sampling was representative of the populations.

**Demographic reporting: Certain demographics will be classified as “other races” due to a small percentage of respondents.*



SAMPLE & RESPONDENT: INDIVIDUAL

EMPLOYER RESTAURANT TYPE

TYPES OF RESTAURANTS RESPONDENTS WORK / WORKED IN*

	Current Workers	Former Workers
Quick service	35%	41%
Casual dining restaurant	32%	31%
Fine dining restaurant	21%	18%
Catering	12%	10%
Bar/tavern	11%	15%
Other foodservice operation	10%	12%
Hotel/casino/resort	7%	8%
Bakery	6%	8%
Non-commercial foodservice	6%	6%

*Respondents selected all types of restaurants that they work or worked in.



SAMPLE & RESPONDENT: INDIVIDUAL POSITIONS HELD



TYPES OF POSITIONS HELD BY RESPONDENTS*

	Current Employees	Former Employees
Restaurant manager	25%	12%
Waiter or waitress	19%	31%
Chef or cook	18%	18%
Cashier	16%	33%
Crew person	15%	27%
Shift or crew supervisor	11%	11%
Dishwasher	9%	20%
Restaurant owner or operator	9%	4%
Host or hostess	8%	18%
Bartender	8%	11%
Business operations positions	7%	6%
Baker	4%	6%
Barista	4%	6%
Bus person	3%	12%

*Respondents selected all positions they hold or held.



QUESTION 1

What is the current profile of diversity in the restaurant and foodservice industry?



GENDER CHARACTERISTICS

Gender profile of individuals currently working in the industry **leans more female (56%)** than male (42%), with just 1% associating themselves with some other gender identifier.

Enterprise-level reporting of gender demographics that is representative of employees is dramatically different than individual employee reporting.

Enterprises **underreport** the percentage of female employees and extremely **overreport** the representation of non-binary/non-conforming employees.

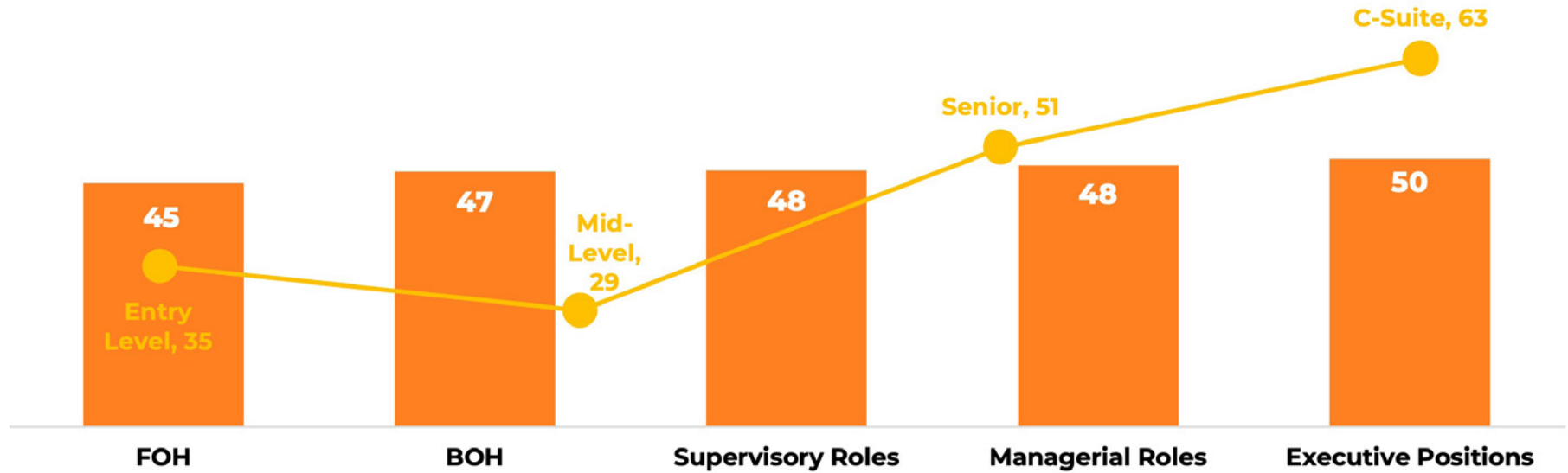
*Actuals based on self-reported descriptions among current employees (Weighted)
Total Enterprise, n=200 ; Total Currently Employed, n=2180*

GENDER: ENTERPRISE VS INDIVIDUAL REPORT

% MALE

■ Enterprise
■ Individual
 (Current employees)

INDIVIDUAL AVERAGE 42%*

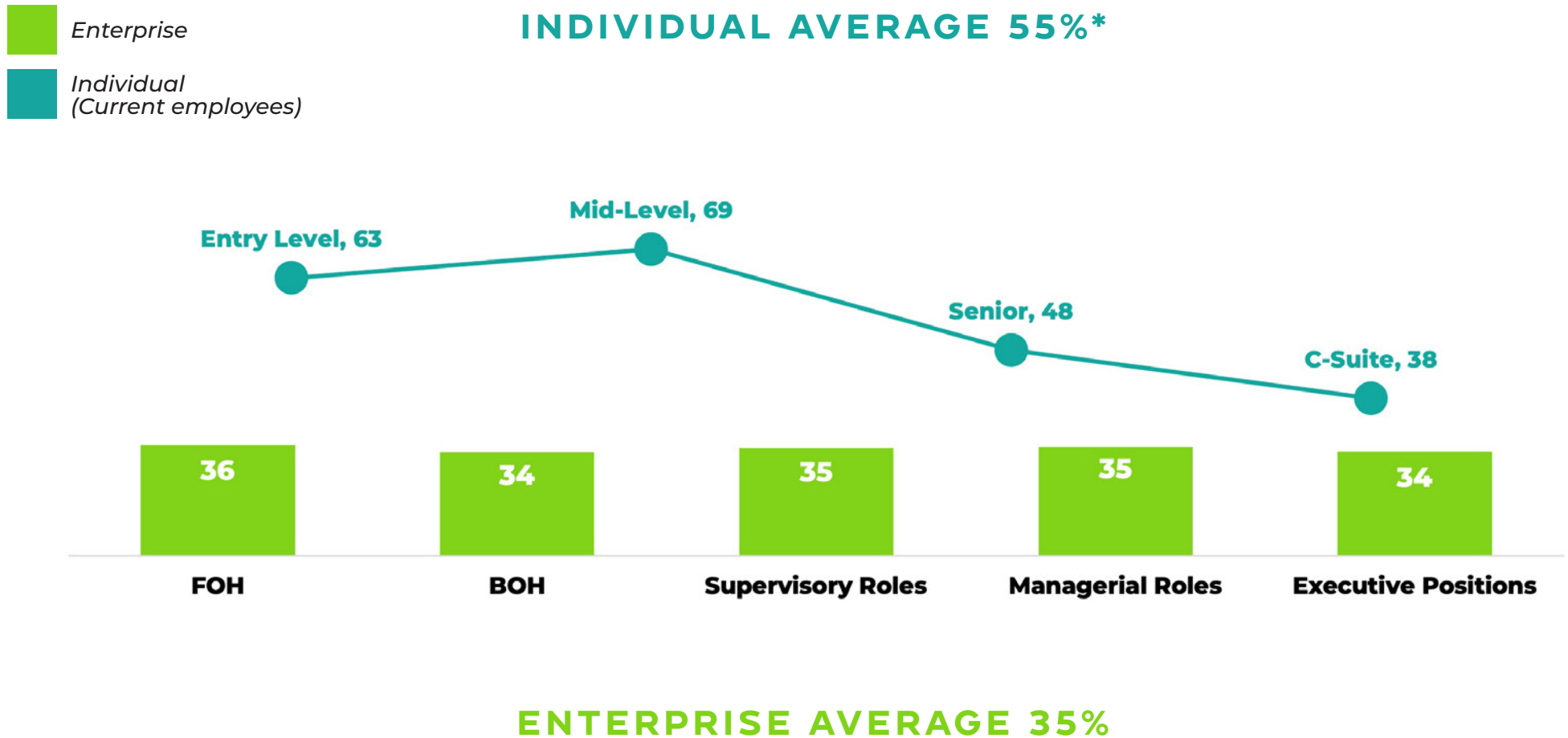


ENTERPRISE AVERAGE 48%

**Includes all current employees. Employee graph only represents current employees in identified positions.*

GENDER: ENTERPRISE VS INDIVIDUAL REPORT

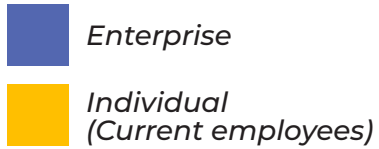
% FEMALE



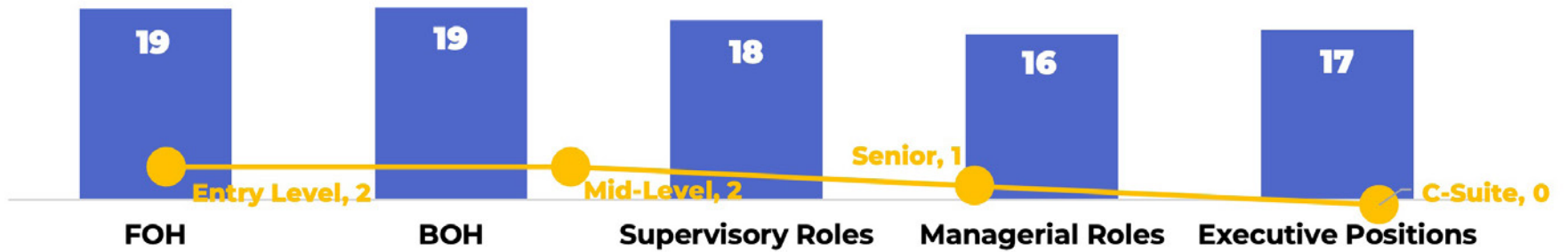
*Includes all current employees. Employee graph only represents current employees in identified positions.

GENDER: ENTERPRISE VS INDIVIDUAL REPORT

% NON-BINARY / NON-CONFORMING



INDIVIDUAL AVERAGE 1%*



ENTERPRISE AVERAGE 18%

*Includes all current employees. Employee graph only represents current employees in identified positions.



RACE & ETHNICITY CHARACTERISTICS

*NOTE: INDIVIDUALS COULD SELECT MULTIPLE RACES WHEN SELF-REPORTING RACE

Enterprises underreport the representation of Caucasians. Similarly, enterprises underreport the number of Hispanics and Black/African American in entry and managerial roles.

A greater percentage of **individual employees** self-identify as Hispanic, Black/African American, and other races.

These differences suggested that enterprises categorize race as a single group classification, whereas **individuals** self-identify a more complex racial identity.

Enterprises are less likely to report differences in racial representation across career levels than what is self-reported by individual employees.

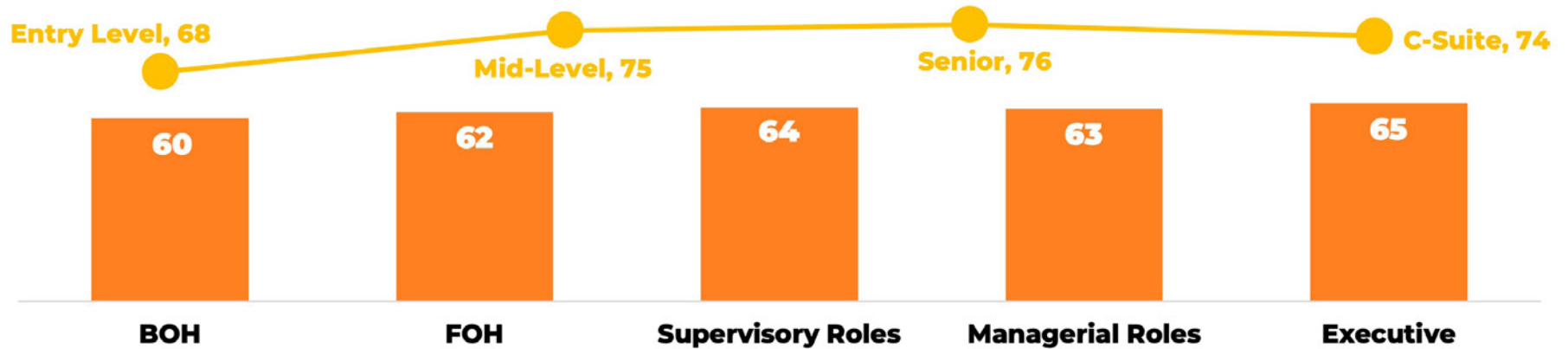
*Actuals based on self-reported descriptions among current employees (Weighted)
Total Enterprise, n=200 ; Total Currently Employed, n=2180*

RACE & ETHNICITY: ENTERPRISE VS INDIVIDUAL REPORT

% CAUCASIAN/WHITE

INDIVIDUAL AVERAGE 76%*

- Enterprise
- Individual (Current employees)



ENTERPRISE AVERAGE 63%

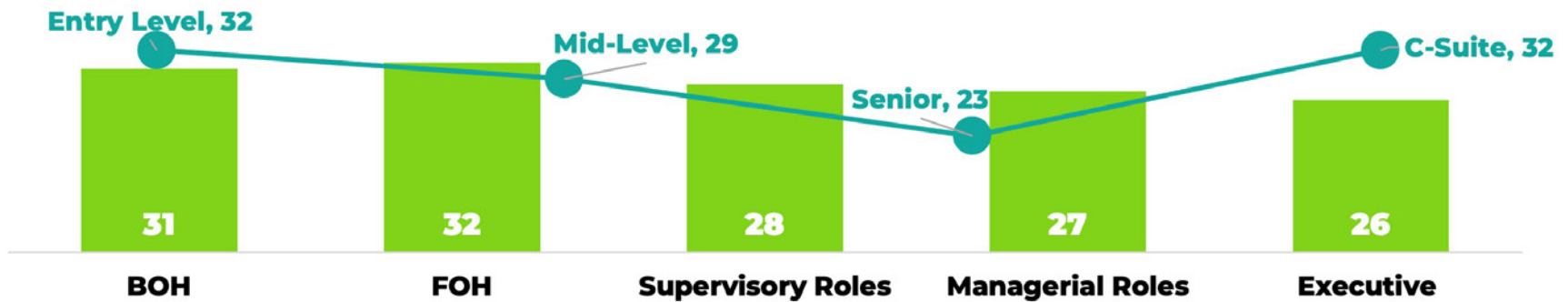
*Includes all current employees. Employee graph only represents current employees in identified positions.

RACE & ETHNICITY: ENTERPRISE VS INDIVIDUAL REPORT

% HISPANIC

■ Enterprise
■ Individual
 (Current employees)

INDIVIDUAL AVERAGE 26%*
 (*WEIGHTED TO MATCH BLS INDUSTRY DATA ~ 26%)
 (REPORTED/UNWEIGHTED WAS 16%)





ENTERPRISE AVERAGE 29%

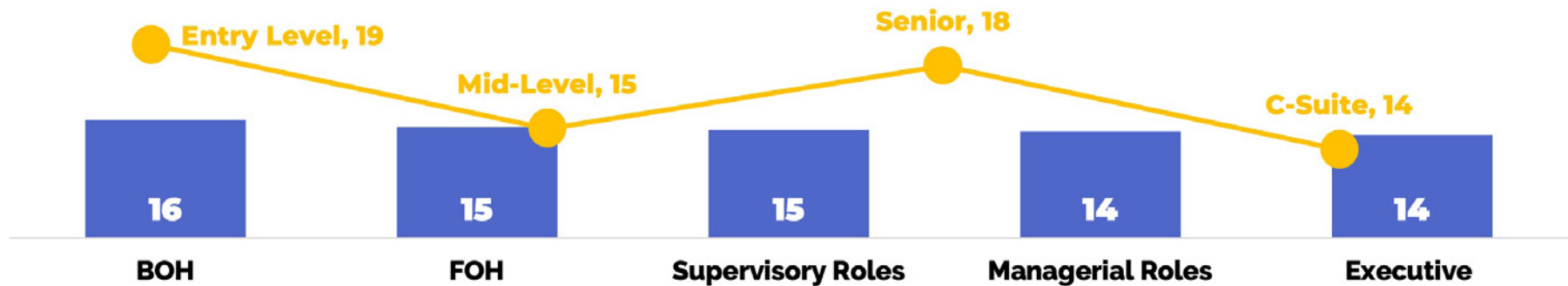
**Includes all current employees. Employee graph only represents current employees in identified positions.*

RACE & ETHNICITY: ENTERPRISE VS INDIVIDUAL REPORT

% BLACK/AFRICAN AMERICAN

 Enterprise
 Individual
(Current employees)

INDIVIDUAL AVERAGE 17%*



ENTERPRISE AVERAGE 15%

*Includes all current employees. Employee graph only represents current employees in identified positions.



DISABILITY CHARACTERISTICS

***NOTE: DISABILITY IS A SELF-IDENTIFIED, SELF-DEFINED CRITERION.**

Enterprises overreport the representation of people with disabilities in their organization.

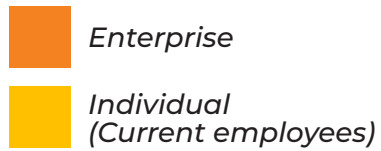
Only 16% of **individual employees** self-reported having a disability.

Both enterprises and individual employees report disability is consistent across career levels.

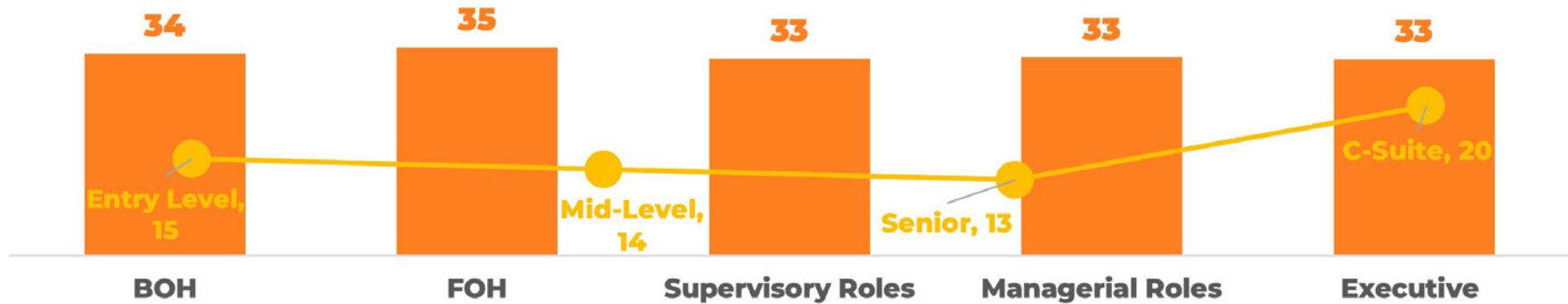
*Actuals based on self-reported descriptions among current employees
Total Enterprise, n=200 ; Total Currently Employed, n=2180*

DISABILITY: ENTERPRISE VS INDIVIDUAL REPORT

% WITH DISABILITIES



INDIVIDUAL AVERAGE 16%*



ENTERPRISE AVERAGE 34%

*Includes all current employees. Employee graph only represents current employees in identified positions.

IMPLICATIONS

QUESTION 1



TOP LEVEL FINDINGS

There is a lack of alignment between what enterprises report on workforce diversity and the verified reports of current employees.

This overreporting by enterprises exists in gender, race, ethnicity and disability statistics.



WHAT THIS MEANS

Enterprises may communicate and oversell an environment of diversity that is much less diverse than what is experienced by employees.

Potentially leading to:

- Minimizing the experience of marginalized populations
- Inability to recognize a need for a more diverse population and change recruiting policies
- Higher turnover due to misrepresentation of the diversity environment





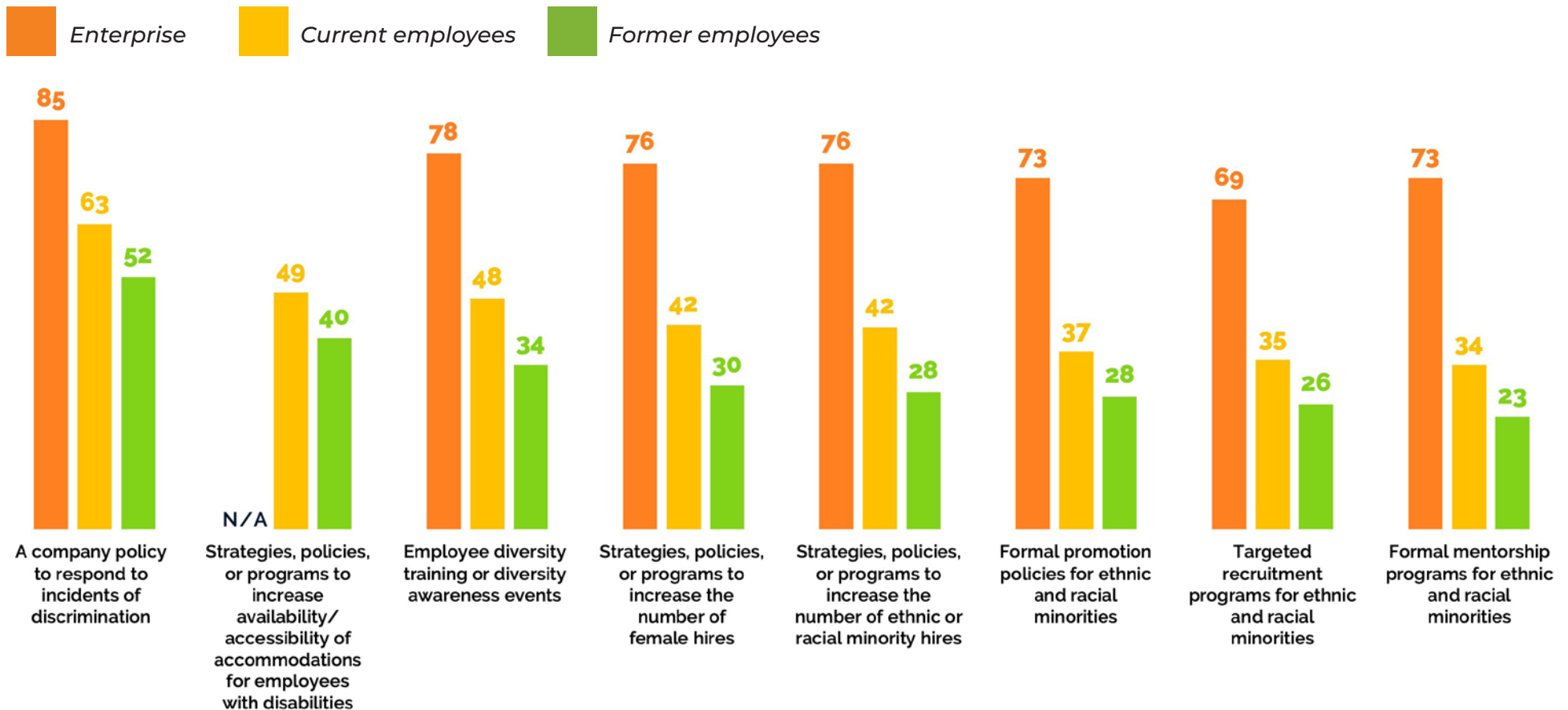
QUESTION 2

What is the prevalence of DEI policies and practices in the restaurant and foodservice industry?

THERE IS A BIG GAP BETWEEN WHAT ENTERPRISE REPORTS AND EMPLOYEE AWARENESS ABOUT DEI POLICIES AND PROGRAMS EXISTS.

- Enterprises report they have implemented a wide array of DEI policies. However, employees are much less aware of enterprise resources dedicated to DEI.
- Former employees are significantly less aware of DEI polices compared with current employees.

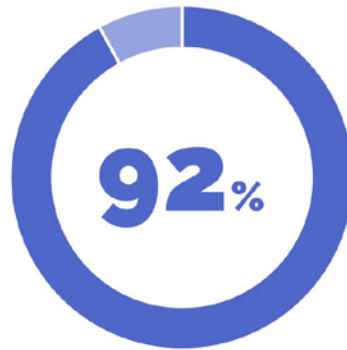
% YES, RESTAURANT/ENTERPRISE HAS/HAD A POLICY



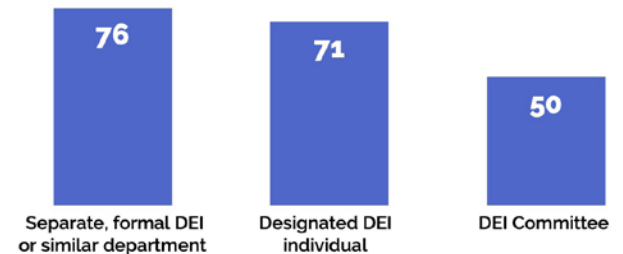
Total Enterprise, n=200 ; Total Currently Employed, n=2180 (wtd) ; Total Former Employees, n=1000 (wtd)



Nearly all enterprises report they have resources dedicated to DEI initiatives and that their priorities and policies are communicated using at least one channel.



92% of enterprises report having resources dedicated to DEI initiatives in the form of committees, designated individuals, or both.



98% of enterprises report their DEI priorities & policies are disseminated or communicated via...

Average number of different communication methods used = 3

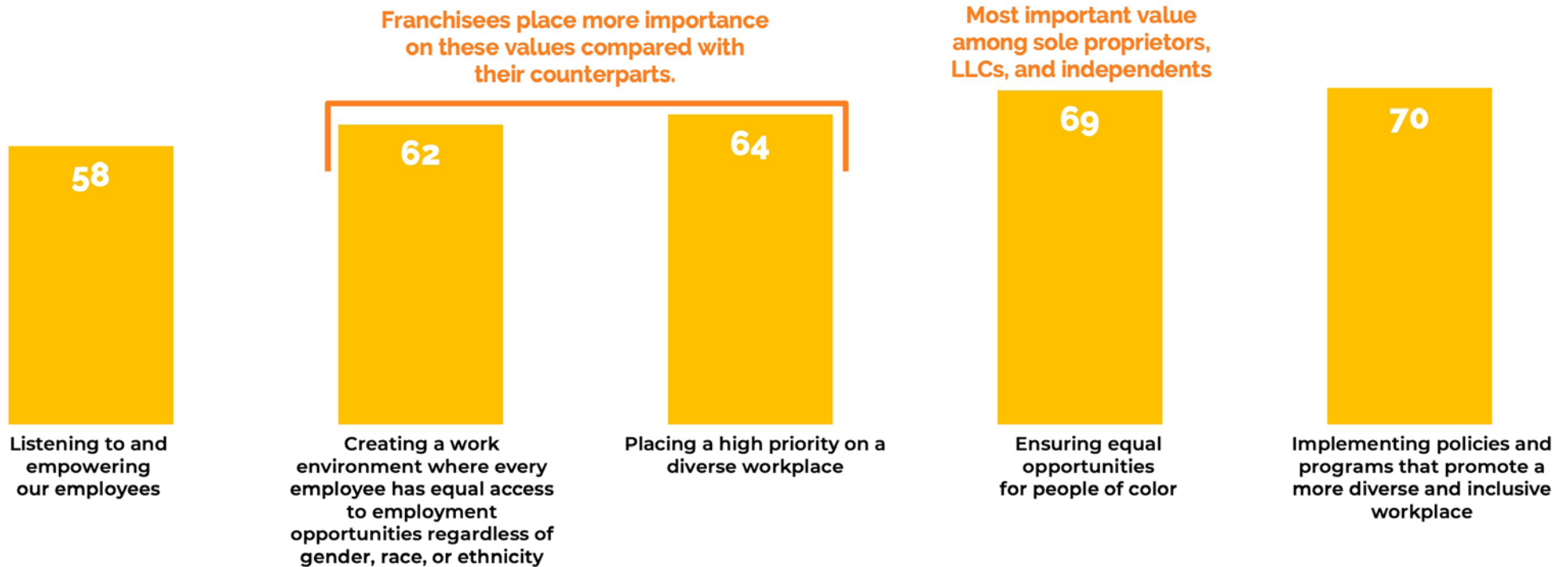


Total Enterprise, n=200

JUST OVER HALF OF ENTERPRISES REPORTED DEI POLICIES AND PROGRAMS ARE VERY IMPORTANT.

***NOTE:** DEI policies and practices were rated without reference or relationship to other enterprise strategic priorities. Rating reflects the importance as a stand-alone strategy.

ENTERPRISE DIVERSITY VALUES - % VERY IMPORTANT



Total Enterprise, n=200

IMPLICATIONS

QUESTION 2



TOP LEVEL FINDINGS

Enterprises report strong efforts to support DEI. However, such efforts are much less salient to current employees and even less so to former employees.

Between one-half to two-thirds of organizations report DEI strategies to be important.



WHAT THIS MEANS

Enterprises are not effectively demonstrating their purported commitment to DEI.

Enterprises are not only responsible for the existence, adoption, and implementation of policies and practices but for employees' understanding and awareness of these policies and practices.

Lack of communication and awareness makes any effort by the enterprise ineffective, as employees are unable to take advantage of DEI programs.

The importance of DEI values are realized by many, but not all, which potentially mutes a unified voice.



QUESTION 3

What are the perceptions about current DEI policies and practices in the restaurant and foodservice industry?

THREE OUT OF FOUR ENTERPRISES REPORT THAT A DIVERSE WORKFORCE IMPROVES INNOVATION.

OVER HALF OF THE DECISION-MAKERS SURVEYED STRONGLY AGREE THAT INVESTMENTS IN DEI HAVE A SALIENT INFLUENCE.

HOWEVER, ENTERPRISES DO NOT BELIEVE MONEY SPENT ON DEI HAS A NOTICEABLE IMPACT.

ENTERPRISE UTILITY & IMPACT - % AGREEMENT



A diverse workforce improves a company's innovation



A diverse workforce improves a company's profitability



Worded in the negative
Money spent on diversity programs at my company does not have a noticeable impact



Total Enterprise, n=200

ENTERPRISES REPORT THAT DEI TRAINING IS ADEQUATELY PROVIDED AND THAT EMPLOYEES HAVE CAREER PATHWAY OPPORTUNITIES.

ENTERPRISE DEVELOPMENT SUPPORT - % AGREEMENT



The company provides adequate DE&I training



There is a career development path for all employees in my restaurant/organization



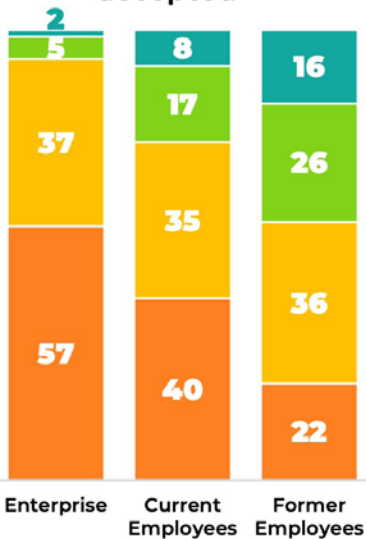
Total Enterprise, n=200

ENTERPRISES CLAIM THEY HAVE CREATED WORK ENVIRONMENTS THAT SUPPORT DEI. YET, PERCEPTIONS ABOUT DEI SUPPORT ARE MUCH WEAKER AMONG CURRENT EMPLOYEES, AND EVEN LESS SO AMONG FORMER EMPLOYEES.

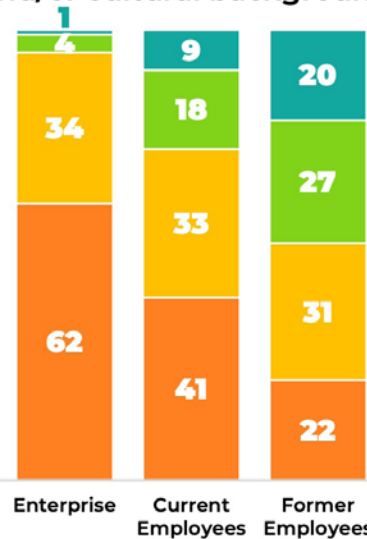
DIVERSITY CLIMATE PERCEPTIONS (ENTERPRISE VS EMPLOYEE) - % STRONGLY/SOMEWHAT DIS/AGREE

■ Strongly Agree
 ■ Somewhat Agree
 ■ Neither Agree nor Disagree
 ■ Somewhat/Strongly Disagree

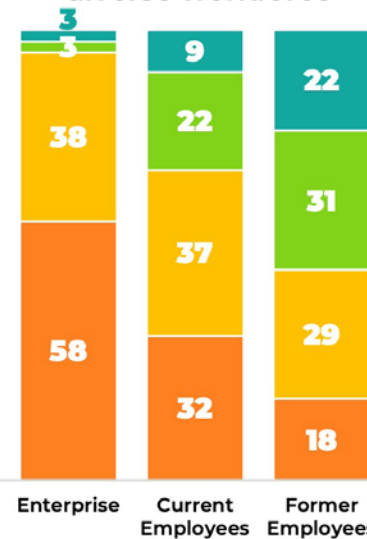
Company makes it easy for people from diverse backgrounds to fit in and be accepted



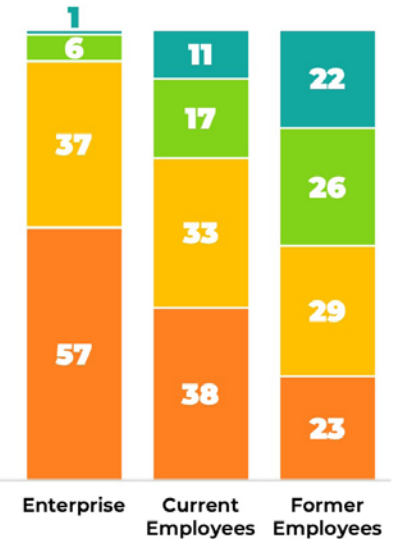
Employees are developed and advanced without regard to gender, race, religion, and/or cultural background



Managers demonstrate through their actions they want to hire and retain a diverse workforce



Manager/supervisor does a good job of managing people with diverse backgrounds



Total Enterprise, n=200 ; Total Currently Employed, n=2180 (wtd) ; Total Former Employees, n=1000 (wtd)

ENTERPRISES REPORT HIGHER LEVELS OF UTILITY AND IMPACT OF DEI POLICIES AND PRACTICES COMPARED WITH PERCEPTIONS AMONG CURRENT EMPLOYEES AND EVEN LESS SO FOR FORMER EMPLOYEES.

UTILITY & IMPACT (ENTERPRISE VS EMPLOYEE) - % STRONGLY/SOMEWHAT DIS/AGREE



Total Enterprise, n=200 ; Total Currently Employed, n=2180 (wtd) ; Total Former Employees, n=1000 (wtd)

FOR CURRENT EMPLOYEES, JOB SATISFACTION IS ASSOCIATED WITH PERCEPTIONS ABOUT THE UTILITY OF DEI POLICIES AND PRACTICES AND THE CURRENT DIVERSITY CLIMATE AT WORK.

MALES, CAUCASIANS, AND PEOPLE WITH DISABILITIES REPORT MORE POSITIVE PERCEPTIONS THAN THEIR COUNTERPARTS, BUT OVERALL FEELINGS ARE SIMILAR.

UTILITY & DIVERSITY CLIMATE (CURRENT EMPLOYEE) - % STRONGLY/SOMEWHAT AGREE

	TOTAL	GENDER		ETHNICITY		RACE			DISABILITY		SATISFACTION LEVEL		
	Current Employees	Males	Females	Hispanic	Non-Hispanic	Caucasian	African American	Other	Yes, Disabled	Not Disabled	T2B Satisfied	Neutral	B2B Dissatisfied
	2180	942	1238	357	1823	1615	300	265	329	1812	1552	226	402
	X	A	B	C	D	E	F	G	H	J	K	M	N
UTILITY PERCEPTIONS													
The resources spent on diversity management programs are worthwhile.	60	67 B	55	63	59	61 G	58	54	73 J	57	68 MN	36	45 M
The diversity management programs at my company/restaurant have a positive impact on the workplace.	63	70 B	57	66	62	63 G	67 G	56	75 J	61	72 MN	39	42
DIVERSITY CLIMATE													
My company/restaurant makes it easy for people from diverse backgrounds to fit in and be accepted.	75	77	73	73	76	78 FG	70	65	81 J	74	83 MN	56	57
Where I work, employees are developed & advanced without regard to gender, race, religion, and/or cultural background.	73	76 B	72	73	74	76 FG	68	65	76	73	80 MN	53	60
Managers demonstrate through their actions they want to hire and retain a diverse workforce.	69	73 B	66	69	69	71 FG	66	59	78 J	68	78 MN	42	52 M
I feel that my immediate manager/supervisor does a good job of managing people with diverse backgrounds.	72	76 B	69	71	72	75 FG	65	63	77 J	71	79 MN	54	53

Letters indicate significant differences at the 90% Confidence Level (A/B, C/D, E/F/G, H/J, K/M/N)

FOR FORMER EMPLOYEES, THE PERCEIVED UTILITY OF DEI POLICIES AND PRACTICES AND DIVERSITY CLIMATE REMAINED SIGNIFICANTLY ASSOCIATED WITH INDUSTRY JOB SATISFACTION. RACIAL DIFFERENCES WERE LESS SALIENT.

UTILITY & DIVERSITY CLIMATE (FORMER EMPLOYEE) - % STRONGLY/SOMEWHAT AGREE

	TOTAL	GENDER		ETHNICITY		RACE			DISABILITY		SATISFACTION LEVEL		
	Former Employees	Males	Females	Hispanic	Non-Hispanic	Caucasian	African American	Other	Yes, Disabled	Not Disabled	T2B Satisfied	Neutral	B2B Dissatisfied
	1000 X	398 A	602 B	177 C	823 D	717 E	138 F	145 G	180 H	798 J	493 K	188 M	319 N
UTILITY PERCEPTIONS													
The resources spent on diversity management programs are worthwhile.	37	41 B	35	41	36	35	37	47 E	49 J	35	48 MN	26	28
The diversity management programs at my company/ restaurant have a positive impact on the workplace.	40	44	38	40	40	38	47	44	50 J	38	53 MN	33	25
DIVERSITY CLIMATE													
My company/restaurant makes it easy for people from diverse backgrounds to fit in and be accepted.	57	60	56	56	58	61 FG	49	51	57	57	74 MN	39	43
Where I work, employees are developed & advanced without regard to gender, race, religion, and/or cultural background.	53	55	51	50	54	53	47	55	57	52	70 MN	34	38
Managers demonstrate through their actions they want to hire and retain a diverse workforce.	47	51 B	44	44	48	47	45	46	54 J	45	59 MN	35	35
I feel that my immediate manager/supervisor does a good job of managing people with diverse backgrounds.	52	54	51	47	54	54	46	48	55	51	67 MN	38	37

Letters indicate significant differences at the 90% Confidence Level (A/B, C/D, E/F/G, H/J, K/M/N)

IMPLICATIONS

QUESTION 3



TOP LEVEL FINDINGS

Enterprises report that diversity is important, but they do not have strong views about the impact of DEI initiatives.

Current employees have much weaker perceptions about enterprise DEI efforts and impact, and even less so for former employees.

Satisfaction with industry employment is significantly associated with perceived utility of DEI practices and perception of the DEI work climate.



WHAT THIS MEANS

Enterprises appear to be disconnected from employee perceptions about the perceived effectiveness of DEI policies and practices and the work environment.

Awareness and perceived effectiveness of DEI policies and practices and the resulting work environment are strong drivers of job satisfaction.

Lack of communication and awareness of DEI practices impacts job satisfaction and will ultimately lead to higher turnover.





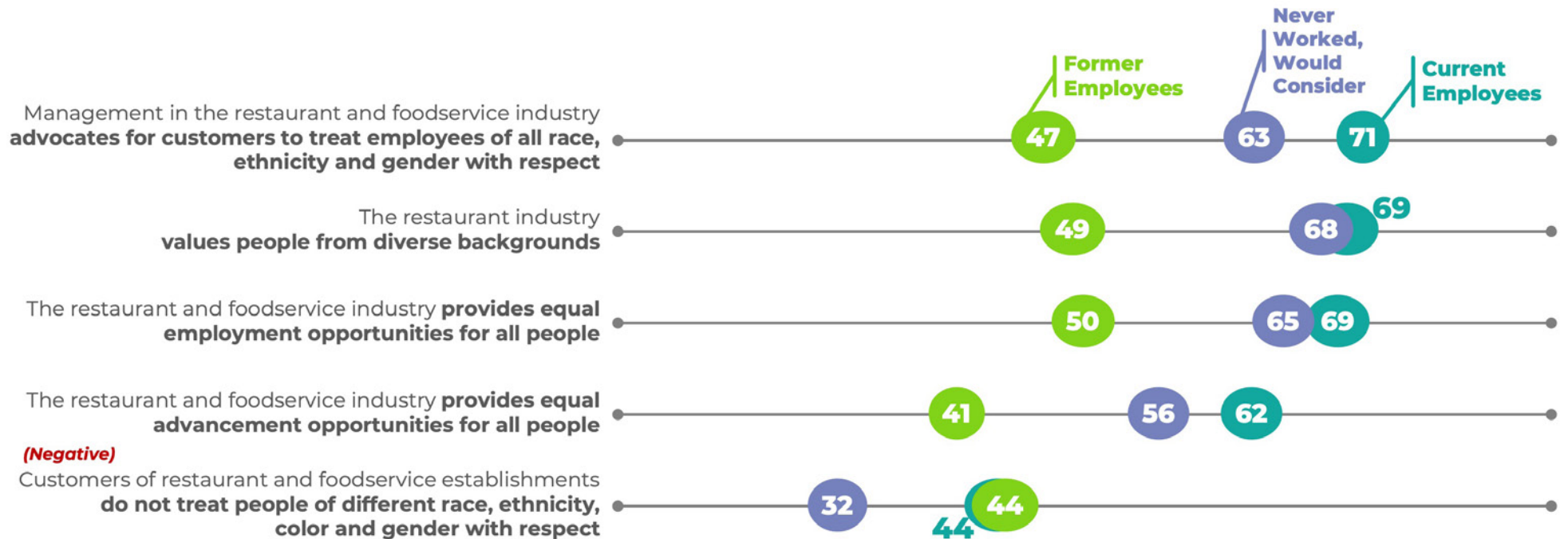
QUESTION 4

What is the association between awareness and perception about DEI policies & practices and satisfaction and feelings about working in the restaurant and foodservice industry?

THERE IS A WIDE DISPARITY ABOUT INDUSTRY DIVERSITY PERCEPTIONS BETWEEN CURRENT AND FORMER EMPLOYEES.

WHILE CURRENT AND FORMER EMPLOYEES BELIEVE THE INDUSTRY OFFERS EQUAL EMPLOYMENT OPPORTUNITIES, FEWER OF THEM BELIEVE THE INDUSTRY OFFERS EQUAL ADVANCEMENT OPPORTUNITIES.

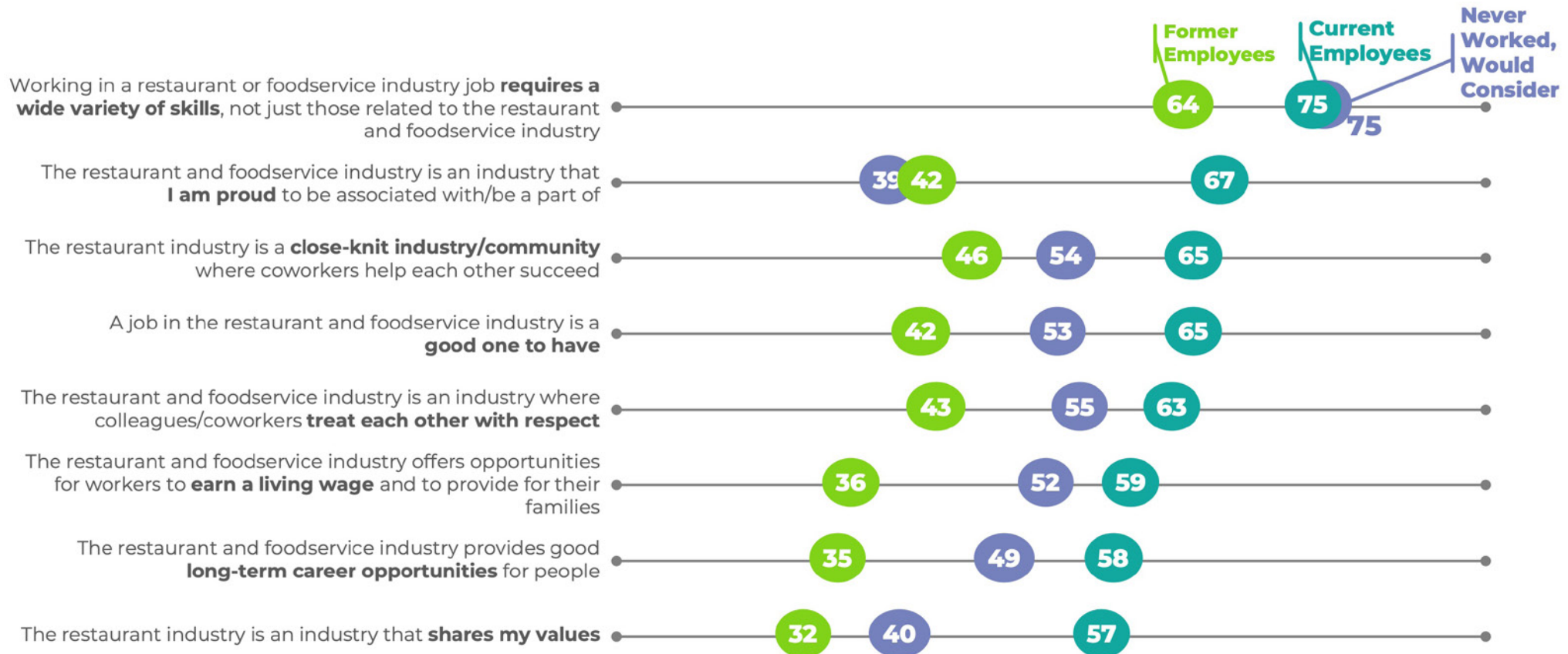
INDUSTRY DIVERSITY PERCEPTIONS - % STRONGLY/SOMEWHAT AGREE



Total Currently Employed, n=2180 (wtd) ; Total Former Employees, n=1000 (wtd) ; Total Never Worked, Would Consider, n=1000 (wtd)

THERE IS STRONG AGREEMENT THAT WORKING IN THE RESTAURANT AND FOODSERVICE INDUSTRY REQUIRES A WIDE RANGE OF SKILLS.

POSITIVE INDUSTRY PERCEPTIONS - % STRONGLY/SOMEWHAT AGREE

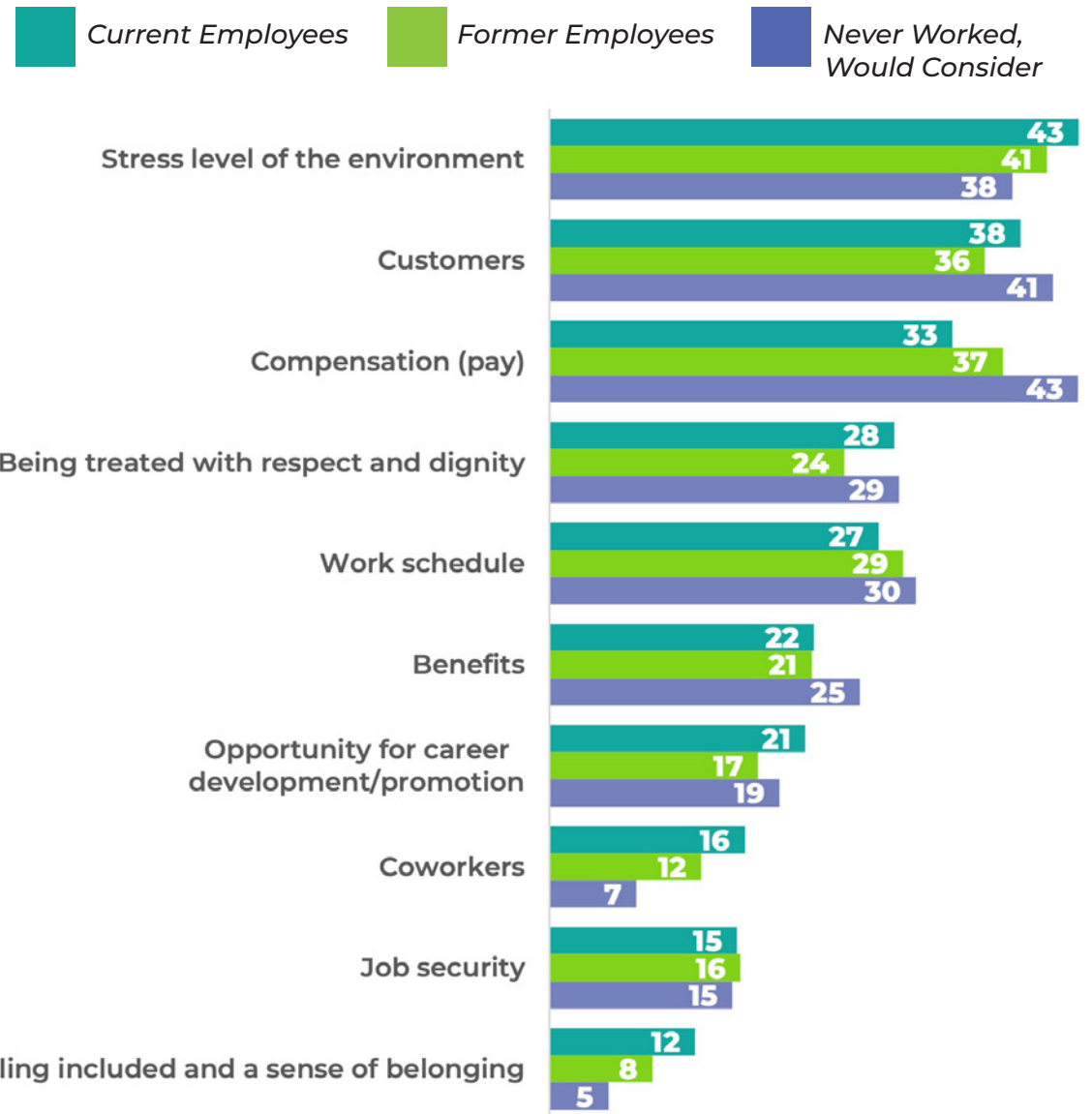


Total Currently Employed, n=2180 (wtd) ; Total Former Employees, n=1000 (wtd) ; Total Never Worked, Would Consider, n=1000 (wtd)

Most individuals agree that stressful environments and customers are the biggest challenges to working in the foodservice industry.

For those considering work in the industry, compensation is a higher barrier of entry.

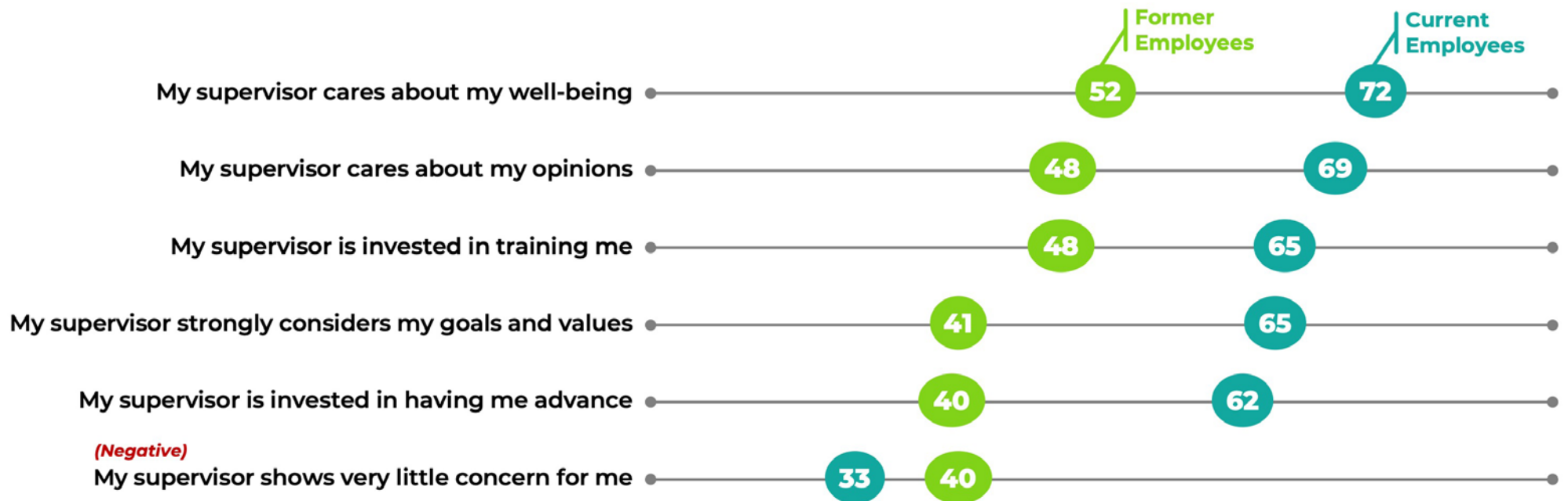
MOST CHALLENGING ASPECTS OF INDUSTRY



Total Currently Employed, n=2180 (wtd);
 Total Former Employees, n=1000 (wtd);
 Never Worked, Would Consider, n=1000 (wtd)

CURRENT EMPLOYEES ARE MORE LIKELY TO AGREE THAT THEIR SUPERVISOR CARES FOR THEIR WELL-BEING, OPINIONS, AND TRAINING COMPARED WITH FORMER EMPLOYEES.

SUPERVISOR SUPPORT - % STRONGLY/SOMEWHAT AGREE



Total Currently Employed, n=2180 (wtd) ; Total Former Employees, n=1000 (wtd)

FOR CURRENT EMPLOYEES, JOB SATISFACTION IS ASSOCIATED WITH PERCEPTION OF STRONG SUPERVISOR SUPPORT. MALES, CAUCASIANS, AFRICAN AMERICANS, AND THOSE WITH DISABILITIES GENERALLY RATE SUPERVISORS MORE POSITIVELY THAN THEIR COUNTERPARTS.

SUPERVISOR SUPPORT - % STRONGLY/SOMEWHAT AGREE

CURRENT EMPLOYEES	GENDER		ETHNICITY		RACE			DISABLED		JOB SATISFACTION		
	Male	Female	Hispanic	Non-Hispanic	Caucasian	African American	Other	Yes	No	T2B Satisfied	Neutral	B2B Dissatisfied
	879 A	1203 B	332 C	1750 D	1546 E	287 F	249 G	317 H	1726 J	1472 K	219 M	391 N
My supervisor cares about my well-being	77 B	69	68	74 C	75 FG	69 G	60	80 J	71	82 MN	50	49
My supervisor cares about my opinions	73 B	66	65	70 C	72 FG	64	59	78 J	68	78 MN	46	50
My supervisor is invested in training me	72 B	60	64	66	67 G	65 G	55	79 J	63	75 MN	43	44
My supervisor strongly considers my goals and values	71 B	60	63	65	67 G	62 G	53	77 J	62	74 MN	41	43
My supervisor is invested in having me advance	69 B	57	63	62	65 G	59	52	75 J	60	71 MN	36	44
My supervisor shows very little concern for me (Negative)	37 B	30	38 D	31	32	40 EG	29	37	32	32 M	24	38 KM

Letters indicate significant differences at the 90% Confidence Level (A/B, C/D, E/F/G, H/J, K/M/N)

FOR FORMER EMPLOYEES, THE ASSOCIATION BETWEEN JOB SATISFACTION AND PERCEIVED SUPERVISOR SUPPORT REMAINS SIGNIFICANT. GENDER AND RACIAL DIFFERENCES ARE LESS SALIENT.

SUPERVISOR SUPPORT - % STRONGLY/SOMEWHAT AGREE

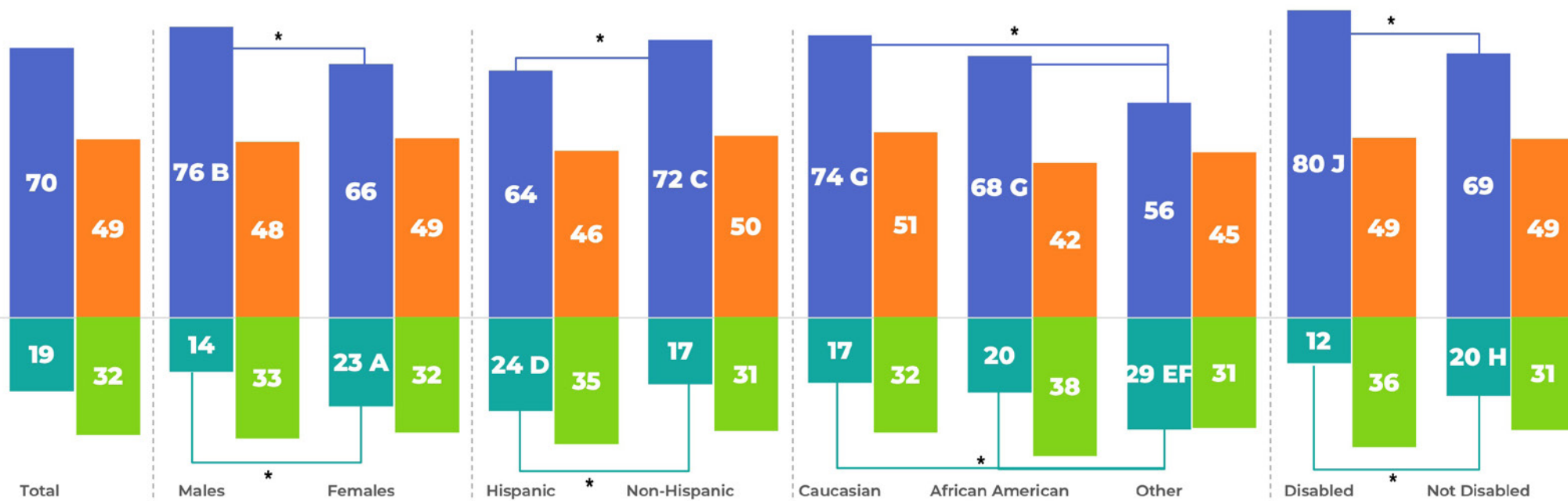
FORMER EMPLOYEES	GENDER		ETHNICITY		RACE			DISABLED		JOB SATISFACTION		
	Male	Female	Hispanic	Non-Hispanic	Caucasian	African American	Other	Yes	No	T2B Satisfied	Neutral	B2B Dissatisfied
	A	B	C	D	E	F	G	H	J	K	M	N
My supervisor cared about my well-being	390 56 B	594 49	176 46	808 54	705 54	136 46	143 47	179 52	783 51	484 69 MN	184 34	316 36
My supervisor cared about my opinions	53 B	45	49	48	49	45	48	52	47	66 MN	32	31
My supervisor invested in training me	51	46	50	47	51 F	38	43	51	48	65 MN	31	32
My supervisor strongly considered my goals and values	47 B	37	40	41	41	39	41	45	40	56 MN	25	27
My supervisor invested in having me advance	44 B	37	43	39	42	37	33	46	38	55 MN	24	26
My supervisor showed very little concern for me (Negative)	41	40	45	38	40	43	39	49 J	39	37	37	47 KM

Letters indicate significant differences at the 90% Confidence Level (A/B, C/D, E/F/G, H/J, K/M/N)

LEVELS OF SATISFACTION VARY ACROSS DEMOGRAPHICS, WITH THE MOST RACIALLY DIVERSE (OTHER RACE) REPORTING THE LOWEST SATISFACTION. CURRENT EMPLOYEES ARE CONSISTENTLY MORE SATISFIED THAN FORMER EMPLOYEES, POTENTIALLY INDICATING WHY THE LATTER LEFT THE INDUSTRY.

JOB SATISFACTION - CURRENT & FORMER EMPLOYEES

Current Employees % Very/Somewhat Satisfied % Very/Somewhat Dissatisfied
Former Employees % Very/Somewhat Satisfied % Very/Somewhat Dissatisfied



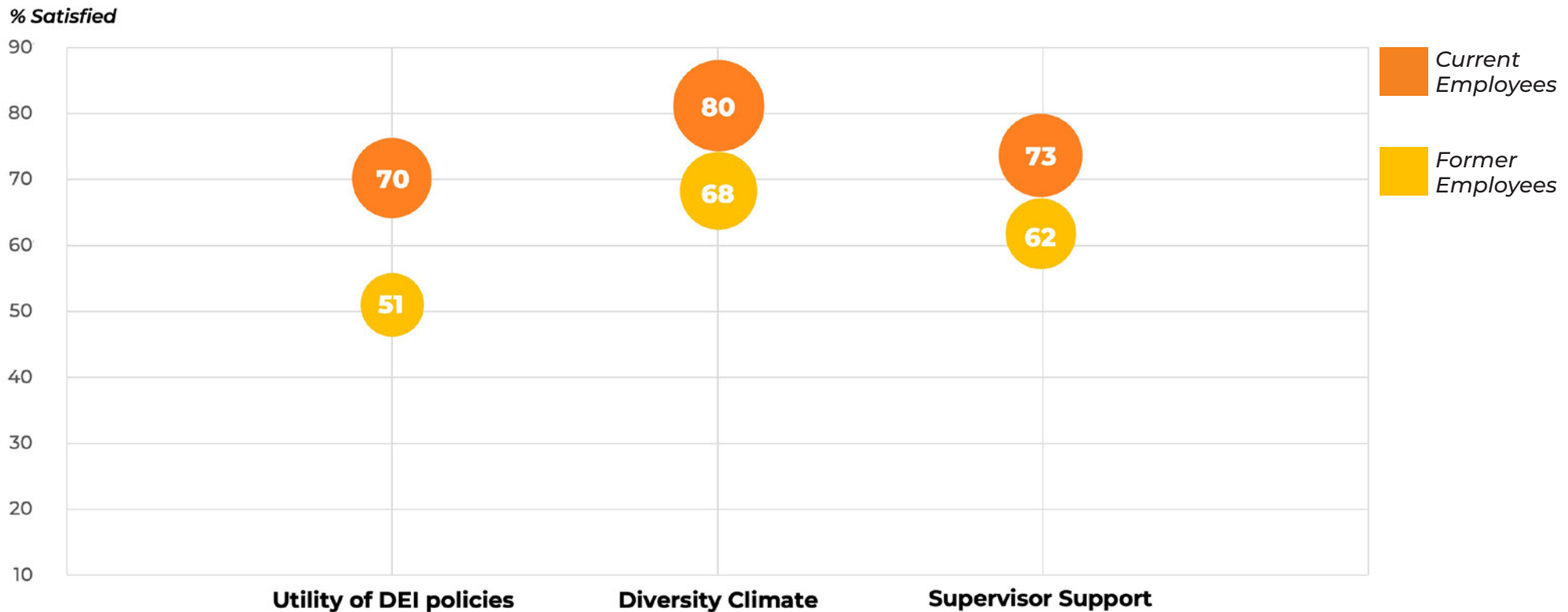
*Letters indicate significant differences Total Currently Employed, n=2180 (wtd)

INDUSTRY JOB SATISFACTION

(CURRENT VS FORMER EMPLOYEES)

THE UTILITY OF DEI POLICIES, DIVERSITY CLIMATE OF THE WORKPLACE, AND SUPERVISOR SUPPORT ATTRIBUTES TO THE OVERALL EMPLOYEE JOB SATISFACTION.

THERE ARE SIGNIFICANT DIFFERENCES BETWEEN CURRENT AND FORMER EMPLOYEES UTILITY OF DEI POLICIES AND PRACTICES, DIVERSITY CLIMATE, AND SUPERVISOR SUPPORT, WITH THE LEAST AMOUNT OF JOB SATISFACTION ASSOCIATED WITH THE PERCEIVED USEFULNESS OF THE CURRENT DEI POLICIES.

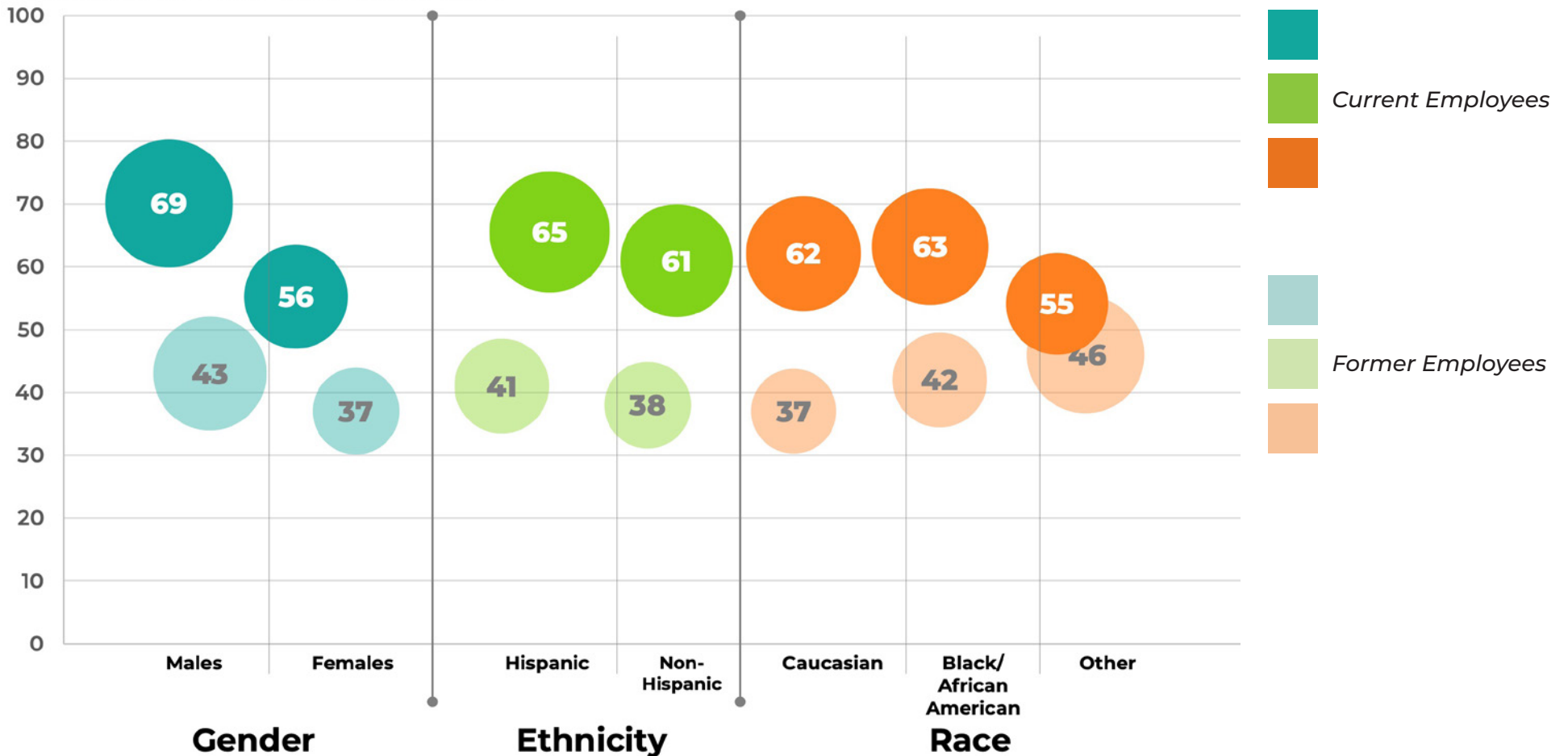


UTILITY OF DEI POLICIES PERCEPTIONS

(CURRENT VS FORMER EMPLOYEES)

THE PERCEIVED USEFULNESS OF DEI POLICIES IS SIGNIFICANTLY DIFFERENT BETWEEN CURRENT AND FORMER EMPLOYEES, WITH CURRENT EMPLOYEES, AND SPECIFICALLY CURRENT MALE EMPLOYEES, HAVING AN OVERALL HIGHER PERCEPTION.

% Agreement of Positive Utility of DEI policies

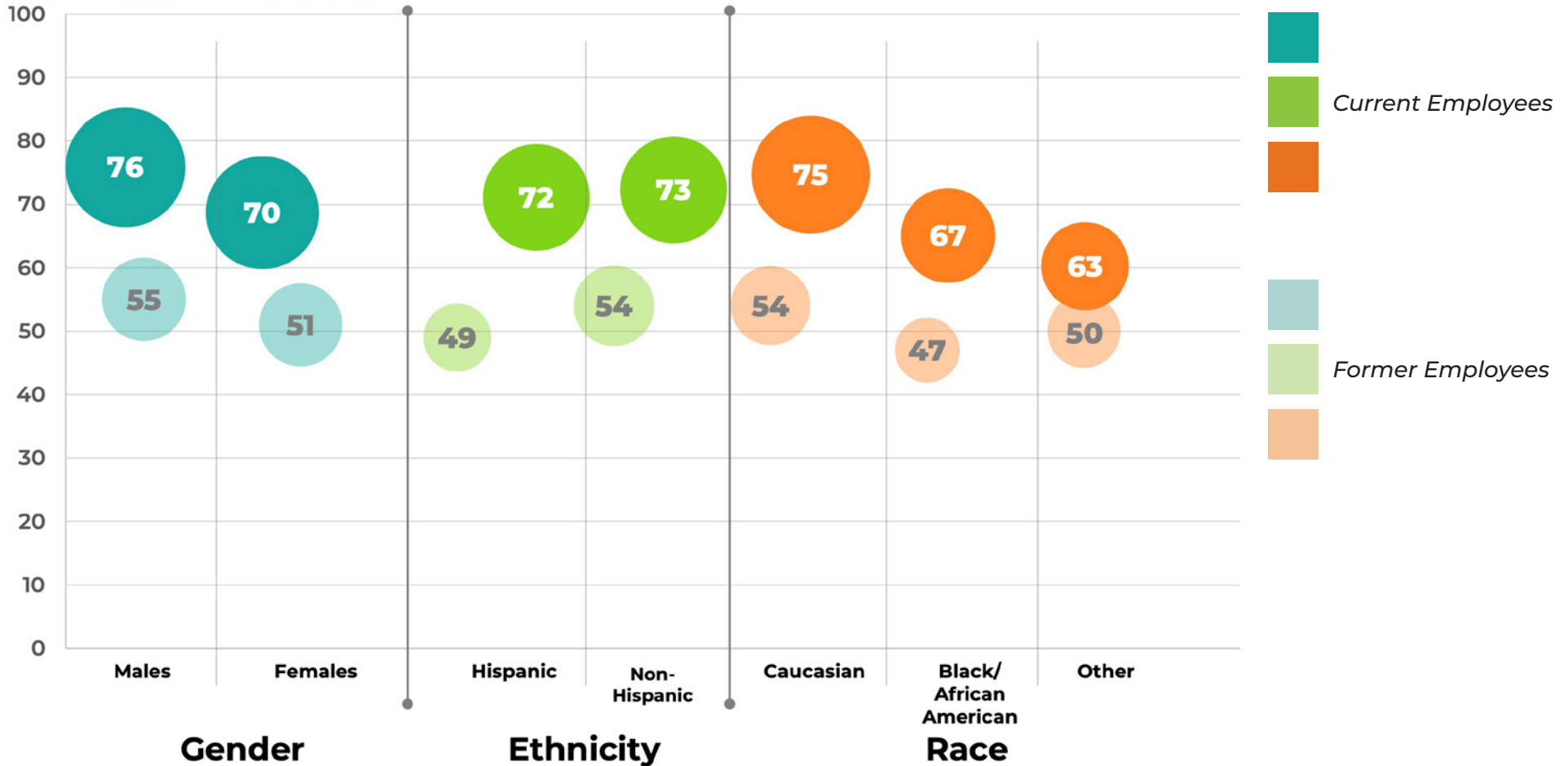


DIVERSITY CLIMATE

(CURRENT VS FORMER EMPLOYEES)

CURRENT EMPLOYEES HAVE A GREATER PERCEPTION OF A POSITIVE DIVERSITY CLIMATE, ESPECIALLY AMONG CAUCASIANS AND MALES.

% Agree Positive Diversity Climate

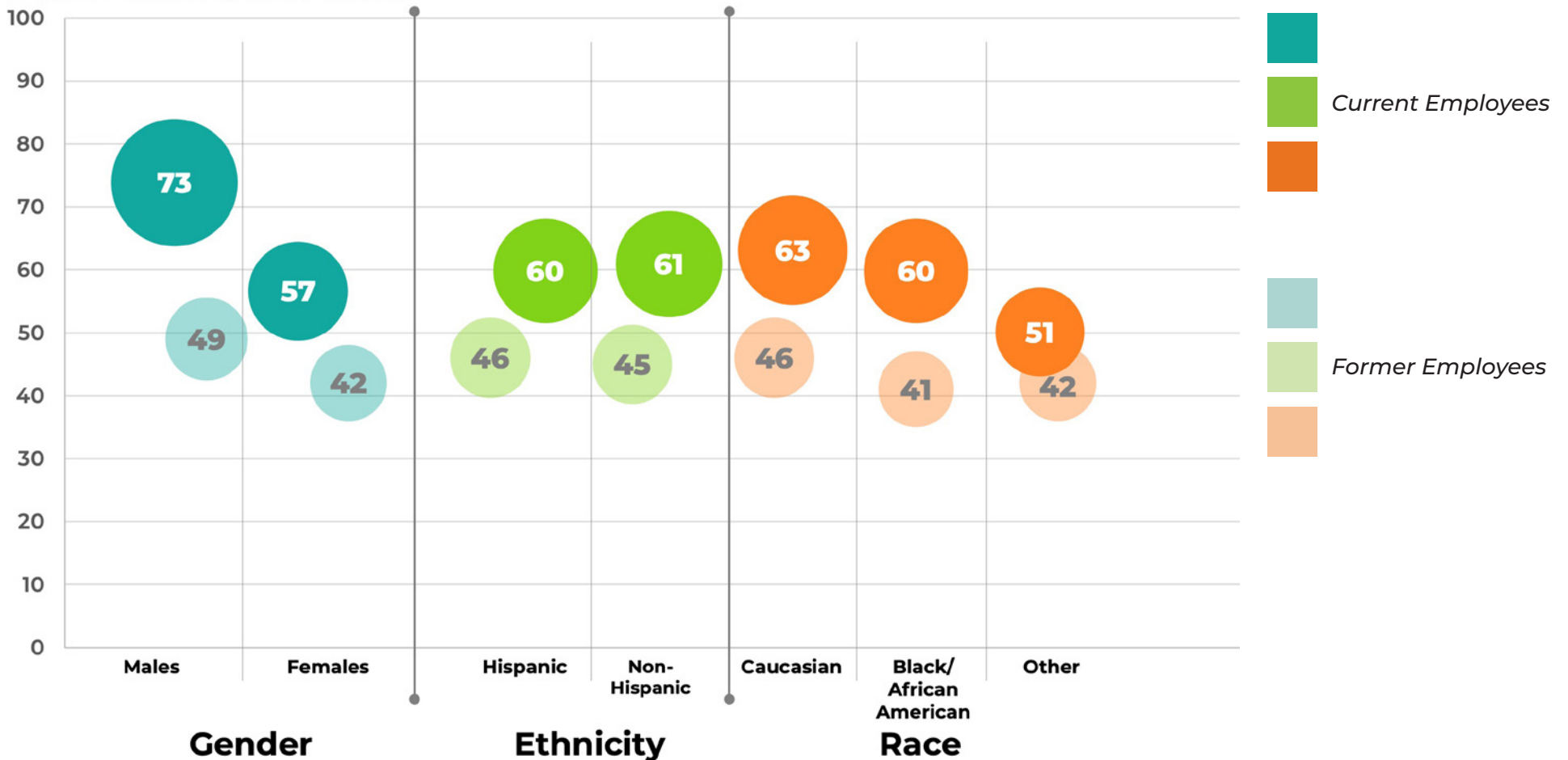


SUPERVISOR SUPPORT

(CURRENT VS FORMER EMPLOYEES)

OVERWHELMINGLY, MALE EMPLOYEES PERCEIVE THEIR SUPERVISOR SUPPORT TO BE A POSITIVE EXPERIENCE, FOLLOWED NEXT BY CAUCASIANS, NON-HISPANICS, AND BLACK/AFRICAN AMERICANS.

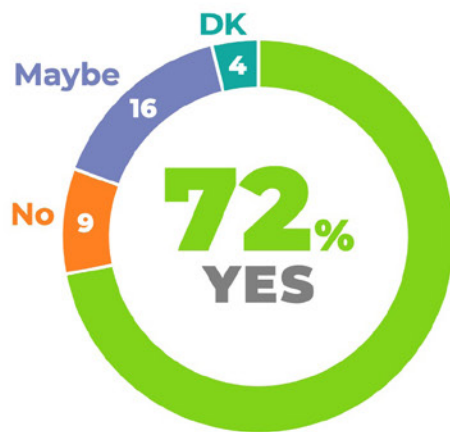
% Agree Positive Supervisor Support



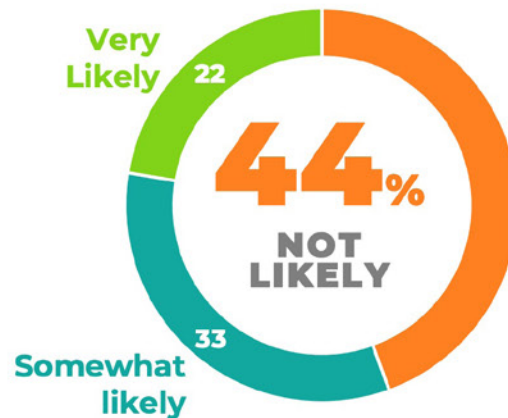
ALMOST THREE OUT OF FOUR CURRENT EMPLOYEES EXPECT TO MAINTAIN THEIR CURRENT WORK STATUS OVER THE NEXT YEAR. STILL, OVER HALF MAY SEARCH FOR WORK OUTSIDE THE INDUSTRY AND MORE THAN ONE-THIRD ARE ALREADY LOOKING FOR ALTERNATIVE OR POSSIBLY ADDITIONAL EMPLOYMENT.

FUTURE INTENTIONS, CURRENT EMPLOYEES

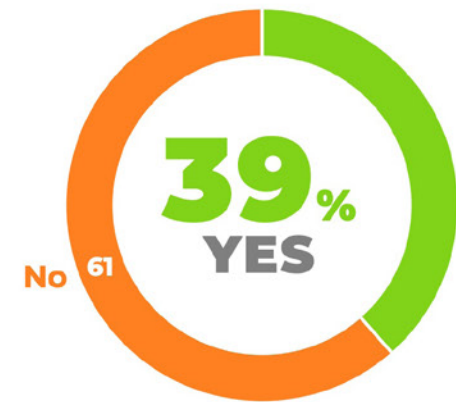
Expect to remain employed with current restaurant/organization in one year



Likelihood to **search for work outside the industry** in the next few months



Currently looking for employment outside the industry

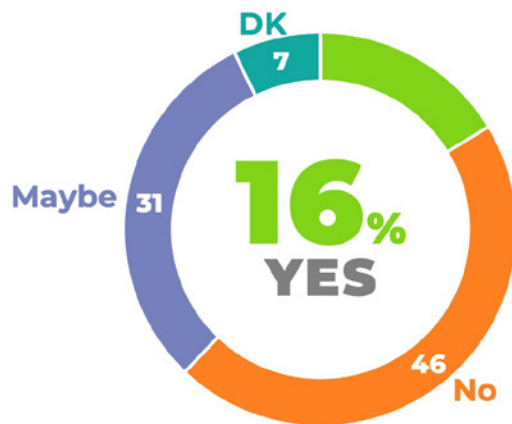


Current Employees, n=2180

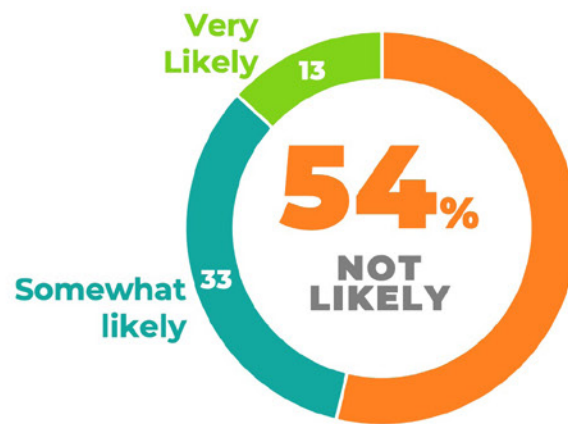
FORMER EMPLOYEES REPORT IT IMPROBABLE THEY WILL RETURN TO THE INDUSTRY, INDICATING THAT ONCE THE INDUSTRY LOSES AN EMPLOYEE THEY ARE UNLIKELY TO RETURN.

FUTURE INTENTIONS, FORMER EMPLOYEES

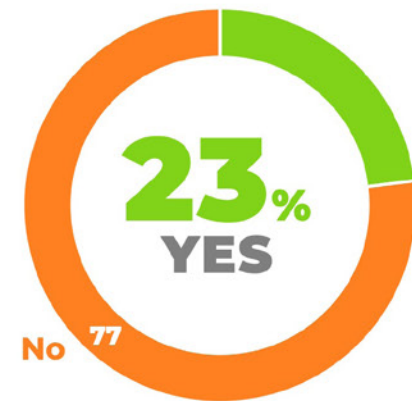
Expect to return to work in the restaurant/foodservice industry



Likelihood to search for work in the industry in the next few months



Currently looking for employment in the industry

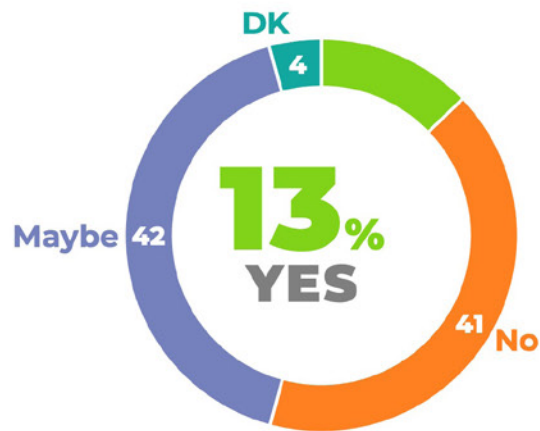


Former Employees, n=1000

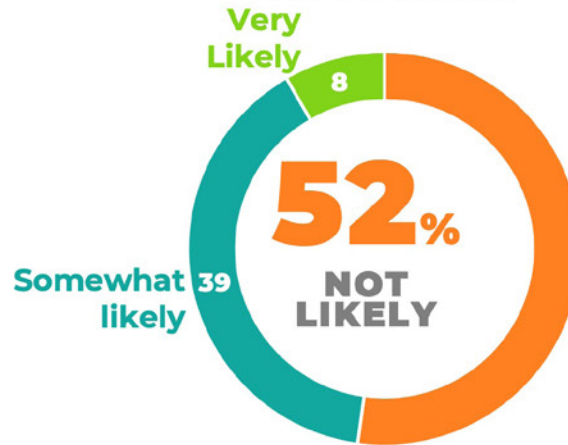
INTEREST IN RESTAURANT AND FOODSERVICE EMPLOYMENT AMONG THOSE WHO HAVE NEVER WORKED IN THE INDUSTRY IS MODERATE.

FUTURE INTENTIONS, NEVER WORKED BUT WOULD CONSIDER

Currently considering work opportunities in the restaurant/foodservice industry



Likelihood to search for work in the industry in the next few months



Currently looking for employment in the industry



Never Worked, Would Consider, n=1000

IMPLICATIONS

QUESTION 4



TOP LEVEL FINDINGS

Current employees are satisfied with their work and have generally positive views about working in the restaurant and foodservice industry. However, such views are lower among women, Hispanics, and Black/African Americans.

Job satisfaction levels drop with decreasing perception of supervisor support. White males tend to report the highest supervisor support and job satisfaction and are more likely to fill managerial and C-Suite roles.

The biggest stressors of working in the industry (reported by both current and former employees) are the environment and customers. Those who do not work in the industry perceive pay to be the biggest stressor.

While most current employees intend to remain in the industry, many are looking for alternative opportunities in the near term.



WHAT THIS MEANS

Decision makers are responsible for responding directly and effectively to the industry's competitive challenges. Addressing the challenges of respectful customer behavior and a stressful work environment along with establishing strong supervisor support for all employees will impact job satisfaction and retention.

To enhance retention, enterprises need to acknowledge that industry jobs provide significant skills and should highlight opportunities for those skilled employees. While pay matters (and may be a barrier of entry) it's not as significant for those already in the industry.

Investing in training, promotion, and other resources to develop front-line supervisors would be beneficial, as they have direct responsibility for their DEI agenda and can build more diverse and inclusive workplaces.

Enterprises need to create authentic and sustainable employment opportunities through a culture of belonging and inclusion.





DEI REPORT

ON THE RESTAURANT INDUSTRY - 2022



IN PARTNERSHIP WITH



REPORT SUMMARY

THE DISCONNECT

IF DECISION MAKERS ARE NOT AWARE OF...



True DEI environment

Effectiveness of DEI practice and policy implementation

Perceived support of training and advancement by all employees

Mitigation of environment and customer stress

**DISCONNECT
OF EMPLOYEE
EXPERIENCE**

ENTERPRISE INTERPLAY

ENTERPRISE DEI INITIATIVES

- Values
- Policies and Practices
- Impact & Utility

INDIVIDUAL PERCEPTIONS

- Awareness, beliefs, and perceptions about DEI
- Enterprise & occupational support for DEI

INDIVIDUAL REACTIONS

- Job satisfaction
- Supervisory support
- Intentions to remain or consider opportunities

The industry is much more diverse than believed by enterprises, which report having and communicating DEI resources, however, their efforts do not correlate to current and former employee responses.

Due to the lack of awareness of DEI resources, current and former employees perceive that DEI may not be a strategic priority and the resources that do exist may only serve to demonstrate compliance.

Satisfaction is significantly linked to perceived support and advancement and ultimately will drive willingness to stay in the industry. However, if supervisors and decision makers do not address the most challenging issues facing employees, they will leave the industry at faster rates.

IMPLICATIONS



A wide array of decision makers at enterprises have **strong social desirability to be inclusive and to implement DEI policies & practices.** However, the lack of transparency, awareness, and perceived effectiveness of these policies can negatively effect employees' overall perception and job satisfaction.

DEI practices and commitment to them must filter down in the organization. Enterprises should increase their effort to effectively communicate & train supervisors on DEI practices, as direct supervisor support is strongly associated with individual satisfaction and retention.



Through a commitment and investment in DEI initiatives, enterprises will increase retention of current employees as well as enhance the perception of the industry among those that have yet to work in foodservice.



DEI REPORT

ON THE RESTAURANT INDUSTRY - 2022



IN PARTNERSHIP WITH



Nolan
Cornell
SC Johnson College of Business



APPENDIX: ADDITIONAL DATA

ENTERPRISE RESPONDENTS & TYPES OF ORGANIZATIONS

*ALL VALUES ARE REPRESENTED AS PERCENTAGES

POSITION	
C-Suite (Net)	70
Owner	37
President/CEO	27
CFO	5
COO	1
CHRO	1
Manager (Net)	27
Manager	24
Director	3
HR Professional	4
OWNERSHIP STRUCTURE	
Sole proprietorship	58
Corporate office headquarters (national or global brand)	36
LLC partnership	7
CHAIN AFFILIATION	
Independent/Unaffiliated	46
Franchisee	45
Franchisor	9

RESTAURANT TYPE	
Quick service restaurant	82
Coffee/snack	58
Casual dining	57
Fast casual	49
Family	37
Fine dining	34
AVG. # OF LOCATIONS OF THOSE THAT HAVE HR RESPONSIBILITY	
1	9
2 - 9	52
10 - 49	34
50+	6
Average	21
AVG. # OF EMPLOYEES OF THOSE THAT HAVE HR RESPONSIBILITY	
Under 50	30
50 - 499	48
500+	22
Average	307
# OF YEARS IN BUSINESS	
Under 3	4
3 - 9	49
10 - 19	33
20+	15
Average	18

Total Enterprise, n=200

RESPONDENTS CURRENTLY OR FORMERLY WORKED IN THE INDUSTRY

*ALL VALUES EXCEPT AVERAGES ARE REPRESENTED AS PERCENTAGES

	Current 2180	Former 1000
GENDER		
Male	42	39
Female	56	59
Other	1	1
AGE		
18-30	38	42
31-49	51	45
50+	12	19
Average	35	36
REGION		
Northeast	14	20
Midwest	20	21
South	40	41
West	26	18
RACE AND ETHNICITY		
Caucasian or White	77	75
Black or African American	16	16
Hispanic - weighted	26	28
DISABLED		
% Yes	15	18

	Current 2180	Former 1000
HOUSEHOLD INCOME		
Under \$50k (Net)	52	55
\$50k-\$99k (Net)	26	28
\$100k-\$299k (Net)	19	16
Over \$300k (Net)	2	1
Average	74.6	63.1
EMPLOYMENT		
Employed	100	60
Full time student	3	11
Housewife/husband/ at home parent	0	9
Not currently employed	0	17
Retired	0	6
EDUCATION		
Less than HS	4	4
HS & some college, no degree	54	55
Associates	12	10
Bachelor's	22	21
Advanced Degree	8	10

	Current 2180	Former 1000
MARITAL STATUS		
Single, never married	38	39
Domestic partner; civil union; married	45	41
Separated/divorced	8	9
Widowed	6	7
# PEOPLE IN HOUSEHOLD		
1-3	67	72
4-6	31	27
7-9	2	1
10+	0	0
Average	3	3
% HH with kids	51	41
BORN OUTSIDE OF U.S.		
Self	15	20
Parent	20	22
Grandparent	30	34
LANGUAGE OTHER THAN ENGLISH		
Yes	28	26

Currently Work, n=2180; Formerly Worked, n=1000

RESPONDENTS NEVER WORKED IN THE INDUSTRY

*ALL VALUES EXCEPT AVERAGES ARE REPRESENTED AS PERCENTAGES

	Not Considered 1000	Considered 1000		Not Considered 1000	Considered 1000		Not Considered 1000	
GENDER			HOUSEHOLD INCOME			WHY NOT CONSIDER WORK IN INDUSTRY?		
Male	48	48	Under \$50k (Net)	36	43	Self (Net)	23	
Female	52	51	\$50k-\$99k (Net)	33	31	I don't have the skills needed	16	
Other	0	0	\$100k-\$299k (Net)	30	25	I don't have the training needed	13	
AGE			Over \$300k (Net)	2	2	Environment (Net)	58	
18-30	18	14	Average	85	77	The hours are too long	16	
31-49	38	26	EMPLOYMENT			The schedule is not appealing	18	
50+	44	60	Employed	57	42	The benefits are not good	21	
Average	47	53	Full time student	5	3	The job is stressful	24	
REGION			Housewife/husband/ at home Parent	8	5	There is not enough job security	8	
Northeast	17	19	Not currently employed	13	11	I don't live close enough/no transportation	2	
Midwest	22	19	Retired	17	38	Belief/Influence (Net)	39	
South	40	39	CONSIDER WORK IN INDUSTRY?			My family does not support it	1	
West	21	23	Yes	39		It is not a job I can grow in	12	
RACE AND ETHNICITY			Maybe	61		I cannot make a decent living	27	
Caucasian or White	83	84	No		90	The industry does not value people like me.	5	
Black or African American	9	8	Don't Know		10	People like me are not treated with respect in the industry.	6	
Hispanic - weighted	16	18				Other	26	
DISABLED								
% Yes	13	18						

Never Worked, but Would Consider, n=1000 ; Never Worked, Would Not Consider, n=1000

	CURRENT EMPLOYEES				FORMER EMPLOYEES			
	TOTAL	JOB SATISFACTION LEVEL			TOTAL	JOB SATISFACTION LEVEL		
	2180	Satisfied K	Neutral M	Dissatisfied N	1000	Satisfied K	Neutral M	Dissatisfied N
GENDER								
Male	43	46 N	40 N	31	39	39	38	39
Female	56	53	58	67 KM	60	60	61	57
Other	1	1	2	1	2	1	1	3 K
AGE								
18-21	13	11	23 K	18 K	15	13	13	19 K
22-25	12	10	18 K	17 K	17	11	22 K	22 K
26-30	14	13	12	19 KM	16	15	20	15
31-35	16	17 M	11	14	12	13	11	11
36-40	19	22 MN	15	10	12	14 N	12	8
41-49	15	16	11	13	11	12	7	11
50-59	8	8	7	7	10	11	10	9
60+	3	4	2	3	8	10 N	5	5
Average	35	36 MN	32	32	35	37 MN	33	33
REGION								
Northeast	14	14	15	13	20	22	19	17
Midwest	19	18	24 K	20	20	20	18	20
South	40	39	40	45 K	41	38	42	46 K
West	27	29 MN	21	21	19	20	21	17
RACE AND ETHNICITY								
Caucasian or White	76	79 MN	69	68	74	77 M	69	71
Black or African American	15	15	17	17	15	14	15	17
Hispanic (Weighted)	26	24	27	33 K	28	26	28	30
HOUSEHOLD INCOME								
Under \$50k (Net)	52	45	71 K	67 K	55	51	53	62 K
\$50k-\$99k (Net)	26	27	22	24	28	28	33	27
\$100k-\$299k (Net)	20	24 MN	7	9	15	19 N	14	10
Over \$300k (Net)	2	3 MN	0	0	1	1	0	1
Average	75	86 MN	45	50	63	68 N	60	56
% DISABLED								
Yes	16	18 MN	12	10	18	19	15	20

Letters indicate significant differences at the 90% Confidence Level

CURRENT & FORMER EMPLOYEES - SATISFACTION

THOSE LESS SATISFIED WITH THEIR EMPLOYMENT IN THE INDUSTRY TEND TO BE:

- FEMALES
- YOUNGER AGES
- HISPANIC
- LOWER HH INCOME

*ALL VALUES ARE REPRESENTED AS PERCENTAGES

	CURRENT EMPLOYEES JOB SATISFACTION LEVEL				FORMER EMPLOYEES JOB SATISFACTION LEVEL			
	TOTAL 2180	Satisfied 1552 K	Neutral 226 M	Dissatisfied 402 N	TOTAL 1000	Satisfied 493 K	Neutral 188 M	Dissatisfied 319 N
EDUCATION								
Some schooling/No HS diploma	4	3	6 K	7 K	4	3	7 K	4
HS graduate or the equivalent	29	25	43 K	37 K	27	26 M	19	33 M
Some college credit, no degree	25	23	25	30 K	28	26	34	26
Associate degree	12	13	12	10	10	9	11	11
Bachelor's degree	22	25 MN	13	14	21	23	20	20
Advanced Degree (Net)	8	10 MN	2	3	10	13 N	9	6
POSITION								
C-Suite (Net)	15	17 MN	8	10	9	13 MN	6	6
Senior (Net)	33	37 MN	18	27 M	20	23 N	19	16
Culinary (Net)	19	18	19	19	18	19	18	17
Specialty (Net)	14	15	11	14	20	21	19	17
Mid (Net)	35	34	43 K	37	57	53	58	61 K
Entry (Net)	23	19	32 K	30 K	46	41	48	53 K
Other	6	5	10 K	8	6	5	6	7
ESTABLISHMENT TYPE								
Casual restaurant	32	37 MN	21	23	30	33	27	29
Fine dining restaurant	22	25 MN	15	16	18	21	14	16
Quick service (fast food)	35	33	38	38	41	37	46 K	44 K
Catering	12	14 N	12	9	10	10	9	9
Bakery	6	6	6	7	8	8	7	8
Hotel/casino/resort	7	7	6	5	8	11 N	7	5
Bar/Tavern	11	10	10	12	14	17 N	18 N	9
Non-commercial foodservice	5	5	6	6	6	7	4	6
Other foodservice operation	10	9	11	13 K	12	12	11	12
YEARS WORKED IN INDUSTRY								
Less than 1 year	11	8	20 K	15 K	17	12	16	25 KM
1-3 years	25	22	33 K	29 K	38	33	48 K	39
4-5 years	23	23	21	24	21	24 M	16	18
6-10 years	19	22 MN	12	14	13	15	11	11
More than 10 years	22	25 MN	14	18	12	16 MN	8	7
Average	5.4	5.8 MN	4.2	4.7 M	4.1	4.7 MN	3.6	3.5

Letters indicate significant differences at the 90% Confidence Level

CURRENT & FORMER EMPLOYEES - SATISFACTION

THOSE LESS SATISFIED WITH THEIR EMPLOYMENT IN THE INDUSTRY TEND TO BE:

- LESS EDUCATED
- ENTRY LEVEL
- NEW TO THE INDUSTRY

*ALL VALUES ARE REPRESENTED AS PERCENTAGES



IN PARTNERSHIP WITH



Nolan
Cornell
SC Johnson College of Business



DEI REPORT

ON THE RESTAURANT INDUSTRY - 2022