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DIVERSITY, EQUITY AND INCLUSION KEY PERFORMANCE INDICATORS OF INTERNATIONAL TOURISM CORPORATION

КЛЮЧОВІ ПОКАЗНИКИ ЕФЕКТИВНОСТІ МІЖНАРОДНОЇ ТУРИСТИЧНОЇ КОРПОРАЦІЇ У СФЕРІ РІЗНОМАНІТНОСТІ, РІВНОСТІ ТА ІНКЛЮЗІЇ

Dupliak Tetiana

Candidate of Economic Sciences, Associate Professor,
State University of Trade and Economics
ORCID: <https://orcid.org/0000-0001-5187-8903>

Дупляк Тетяна Петрівна

Державний торговельно-економічний університет

The article examines the principles and key performance indicators of diversity, equity, and inclusion within international tourism corporations. Based on European employee surveys, the study identifies criteria for industry leadership in diversity. Analysis of global leaders (Hilton, Marriott, TUI, Accor) demonstrates that diversity, equity, and inclusion principles are integrated into corporate identities through measurable metrics, including gender parity, ethnic representation, LGBTQ+ support, and age diversity. A significant gap is identified between international best practices and the Ukrainian tourism sector. Strategic recommendations are proposed for Ukraine's post-war recovery, focusing on adapting global key performance indicators of diversity, equity, and inclusion to develop inclusive human resources policies that support the professional reintegration of veterans and people with disabilities.

Keywords: diversity, equity, inclusion, key performance indicators, international tourism corporation.

Статтю присвячено дослідженню принципів різноманітності, рівності та інклюзії в діяльності міжнародних туристичних корпорацій. Актуальність даного дослідження зумовлена глобальним переходом до соціально відповідальних бізнес-моделей та нагальною потребою України в інтеграції відповідного міжнародного досвіду. Основною метою статті є ідентифікація та аналіз ключових показників ефективності, що використовуються провідними світовими суб'єктами сфери туризму та гостинності для вимірювання й удосконалення інклюзивного середовища. Для досягнення цієї мети у дослідженні застосовано методологічний підхід, що включає аналіз корпоративної звітності, порівняльне оцінювання галузевого рейтингу та синтез управлінських практик. На основі результатів комплексних опитувань працівників європейських країн виявлено критерії, за якими визначаються лідери туристичної індустрії у сфері різноманітності. Результати дослідження свідчать, що провідні міжнародні корпорації, такі як Hilton, Marriott, TUI та Accor, успішно інтегрували принципи різноманітності, рівності та інклюзії у свої базові корпоративні стратегії за допомогою вимірюваних метрик. Ці індикатори охоплюють різні виміри, зокрема гендерний паритет у керівництві, етнічне представництво, сприятливість для ЛГБТК+ спільноти та вікову різноманітність. Зроблено висновок, що успішне впровадження інклюзії забезпечується через структуровані ключові показники ефективності, які дозволяють відстежувати різноманітність під час рекрутингу, справедливості оплати праці, а також доступність фізичного та цифрового робочого середовища. Крім того, у статті виявлено значну відмінність між міжнародними передовими практиками та поточним станом українського туристичного сектору, який характеризується раннім етапом впровадження принципів інклюзії та браком спеціалізованої управлінської експертизи. Практична цінність статті полягає у стратегічних рекомендаціях щодо повоєнного відновлення та трансформації туристичної галузі. Шляхом адаптації ідентифікованих міжнародних показників різноманітності, рівності та інклюзії вітчизняні підприємства можуть розробити інклюзивну кадрову політику, що сприятиме професійній реінтеграції ветеранів та осіб з інвалідністю. Стаття створює підґрунтя для розроблення спеціалізованих програм навчання для менеджерів із персоналу, що дозволить туристичному сектору ефективно вирішувати сучасні соціальні виклики, зберігаючи при цьому глобальну конкурентоспроможність та етичну цілісність.

Ключові слова: різноманітність, рівність, інклюзія, ключові показники ефективності, міжнародна туристична корпорація.



Statement of the problem. Due to the armed aggression of the Russian Federation in Ukraine, the number of people with disabilities is constantly increasing among both military personnel and civilians. Currently, there are approximately 3.4 million people with disabilities in Ukraine, which is 600,000 more than at the beginning of 2022 [1]. This growth is driven by ongoing hostilities and shelling, which have resulted in numerous injuries. The actual number of people with disabilities may be even higher, as many have not yet completed the necessary documentation.

To integrate people with disabilities into the social environment, it is essential to adapt work environment in accordance with inclusivity requirements. Inclusivity refers to creating conditions where every individual has equal opportunities to participate in society, work, study, and recreate, regardless of their personal characteristics. This is why the implementation of the best practices of international corporations regarding inclusion and equality principles among employers is currently highly relevant and urgent for Ukraine.

Analysis of recent research and publications. Theoretical approaches of inclusion and equality in tourism have been studied by such domestic and foreign scientists as O. Dolynska, R. Skabara, O. Shevchenko [2], S. Rostovtsev, M. Yariko [3], T. Tkachenko, O. Kozoriz [4], S. Liu, F. Hao, X. Qiu [5], D. E. Koç, J. Solanas, S. Y. Dağıştan, H. E. Arici [6], etc.

O. Dolynska, R. Skabara, O. Shevchenko [2] focused on inclusive practices in tourism. They developed directions of innovation in inclusive tourism and proposed model of formation of inclusive practices in the tourism sector of Ukraine based on principals of sustainability, holistic experience, digitalization, personalization, flexibility and adaptability.

S. Rostovtsev, M. Yariko [3] paid attention to the principles of implementing the diversity and inclusion approach in tourism organizations of Ukraine. They declared that socio-cultural diversity in the workplace involves understanding of individual characteristics and creating a culture of equal opportunity that benefits employees and the organization. Fostering equity in the workplace involves the development of a corporate environment rooted in mutual understanding, respect, and the active promotion of diversity. By effectively leveraging sociocultural differences and aligning them with organizational values, a company can empower its talent to reach their full potential. This

approach not only provides measurable benefits to customers but also significantly enhances the organization's global reputation.

T. Tkachenko, O. Kozoriz [4] examined EU countries experience of inclusion statistical assessment in the sphere of tourism. They developed directions and data of statistical accounting of inclusive development. They conducted a comparative analysis of Ukraine and European countries based on the inclusive development index.

S. Liu, F. Hao, X. Qiu [5] used bibliometric analysis and presented a comprehensive overview of the existing literature on diversity, equity, and inclusion in tourism and hospitality. According their definition diversity refers to the presence of individual differences within a group, organization, or society. Equality involves treating everyone the same, equity considers individuals' unique circumstances and allocates resources and opportunities accordingly to achieve fair outcomes. Inclusion refers to the creation of environments where individuals from all backgrounds feel welcomed, respected, and able to fully participate.

D. E. Koç, J. Solanas, S. Y. Dağıştan, H. E. Arici [6] examined the conceptual framework and development of diversity, equity, and inclusion studies within the hospitality and tourism sector. Their research categorizes the field into seven key thematic areas, including diversity management, workplace diversity, gender-driven organizational performance, group diversity and service innovation, transformational leadership, and the primary factors influencing performance in the hospitality and tourism industry.

Highlighting previously unresolved parts of the overall problem. Despite significant attention to the topic, most research focuses on inclusive practices in tourism and on conceptual framework of diversity, equity, and inclusion in tourism and hospitality. However, diversity, equity and inclusion key performance indicators in tourism needs further investigation, especially in the light of current situation in Ukraine.

Formation of the objectives of the article (task statement). The article aims to identify and to examine the main diversity, equity and inclusion key performance indicators of international tourism corporations such as Marriott, Hilton, Accor and TUI.

Summary of the main research material. Diversity, equity and inclusion (DEI) are the foundation of a modern economy and social stability, as they drive innovation, increase corporate profitability, and help overcome talent

shortages. In a global and European context, this is not just an ethical choice, but also a strategic necessity for protecting human rights, attracting top talent, and building a resilient, democratic society.

Since 2019, the Financial Times and Statista have identified Europe's top Diversity Leaders. The 2026 ranking of 800 companies is based on employee surveys (over 300,000 employees), that were conducted using online access panels, in 16 European countries (Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Luxembourg, the Netherlands, Norway, Poland, Spain, Sweden, Switzerland and the UK). Employees evaluated their employers on inclusivity regarding age, gender, ethnicity, disability, and sexual orientation (figure 1).

In addition to the survey, indicators of commitment to diversity have been researched for all companies: the share of women in management positions (executive committees, boards of directors, supervisory boards), their communication in favour of diversity (diversity policy, diversity page on corporate website,

social media, actions organized to promote diversity). Within the Europe's Diversity Leaders ranking, all employer companies were grouped by industry sectors: manufacturing and heavy industry; consumer goods and retail; finance and professional services (banking, financial services; insurance; consulting and accounting); healthcare and biotechnology; media, advertising and leisure (media and advertising; restaurants; travel and leisure); technology and telecommunication; others (utilities; transportation and logistics).

The top companies for diversity, equity and inclusion in the travel and leisure industry include global hotel chains such as Marriott, Accor, Hilton, Radisson, and international tour operators such as TUI, Club Med (Table 1).

Hilton stands as a global hospitality leader, boasting a portfolio of 24 premier brands across 139 nations and territories. With a network exceeding 8,600 properties and nearly 1.3 million rooms, the company has served over 3 billion guests throughout its century-long history. Recognized as the world's top workplace

<p style="text-align: center;">GENERAL DIVERSITY</p> <p>Company will take appropriate action in response to incidents of discrimination. Company respects individuals and values their differences. Company provides an environment for the free and open expression of ideas, opinions and beliefs. Employer uses diversity and inclusion effectively to increase workforce productivity.</p>	<p style="text-align: center;">GENDER</p> <p>Male and female workers doing the same job are paid the same salary. Men and women have the same opportunities for advancement. Organization has practices in place to recruit a gender-diverse workforce. The procedures for reporting sexual misconduct in company are clear and transparent.</p>
<p style="text-align: center;">ETHNICITY</p> <p>There is cultural diversity among the people a job candidate will meet/see on his/her first visit to the company. Employer handles ethnic diversity. Employer has stated initiatives for increasing ethnic diversity at senior management levels. Succession pools (i.e. people designated to succeed managers in the organization) are diverse.</p>	<p style="text-align: center;">LGBTQ+</p> <p>Workplace LGBTQ+-friendly. Employer provides mentoring opportunities targeted to LGBTQ+ employees. At workplace, sexual orientation or gender identity does not adversely affect career progression.</p>
<p style="text-align: center;">AGE</p> <p>Management value the experience and knowledge that older employees bring to the table. Older employees receive the same training and promotional opportunities as younger colleagues. Employer is implementing good practices for collaboration between younger and older employees.</p>	<p style="text-align: center;">DISABILITY</p> <p>Employer is inclusive and has an accessible environment for all people with disabilities. Employer encourages workplace adjustments and improvements to increase accessibility for those disabled. Organization is aware of the needs of staff with disabilities.</p>

Fig. 1. Diversity, equity and inclusion assessment criteria of the Europe's Diversity Leaders ranking

Source: compiled by the author based on [7]

Table 1

Europe’s Diversity Leaders ranking 2026 in industry sector travel and leisure

Rang	Company	Final score	European headquarters
185	Uber	73.58	Netherlands
190	Whitbread	73.48	UK
215	Marriott International	72.93	Ireland
226	Easyjet	72.78	UK
247	Accor	72.36	France
351	Pierre & Vacances-Center Parcs	70.39	France
354	Scandic Hotels	70.34	Sweden
359	Hilton Hotels & Resorts	70.30	UK
360	Merlin Entertainments	70.27	UK
406	Airbnb	69.68	Ireland
415	Just Eat Takeaway.com	69.56	Netherlands
430	Carnival	69.32	UK
432	Disneyland Paris	69.28	France
449	TUI	68.86	Germany
473	Club Med	68.46	France
513	NH Hotel Group	67.66	Spain
515	Travelodge	67.62	UK
548	Avis Budget Group	66.94	UK
637	Booking.com	64.97	Netherlands
718	Europcar	62.65	France
758	Globalia Corporacion Empresarial	61.00	Spain
760	Radisson	60.92	Belgium
785	Cineworld Group	59.69	UK

Source: compiled by the author based on [8]

by Fortune and Great Place to Work, Hilton is also a mainstay on the Dow Jones Sustainability Indices. Its loyalty program, Hilton Honors, currently serves 218 million members, providing advanced digital tools like mobile room keys and automated booking for connecting rooms [9].

As a leader in the people-centric hospitality and tourism industry, Hilton focuses on securing exceptional talent and building recruitment channels that represent local communities worldwide. Hilton is deeply committed to workplace inclusivity, leveraging the varied experiences and viewpoints of nearly 475,000 employees. Diversity, equity and inclusion are the primary driver of Hilton’s global corporate culture (Table 2).

TUI Group is a German-based global tourism leader that provides comprehensive travel services to 34.7 million clients. Its extensive

portfolio features over 460 hotels, 18 cruise liners, and a fleet of 125 aircraft across five airlines, supported by a network of 1,200 travel agencies. By managing the full tourism value chain, TUI is currently prioritizing the growth of its digital ecosystem and core segments like cruises and holiday experiences. TUI Group advances its diversity, equity and inclusion vision “Come as you are”, with 83% of employees now feeling at home in their work environment. To achieve its ambitions, the company has set clear global targets: increasing the representation of women in management to 33% and ensuring that diverse talent pipelines are established across all regions. By fostering inclusive leadership and investing in diverse partnerships, TUI aims to reflect the global communities it serves while driving exceptional business results [10].

Table 2
Key Performance Indicators for Diversity, Equity and Inclusion of international corporation Hilton

Indicator	%
Gender	
Women	43
Men	57
Tenure	
< 2	53
2-5 years	17
5-10 years	14
10 + years	16
Generation	
Gen Z	10
Millennial	58
Gen X	25
Baby Boomer	6
Silent	1
Management level	
Non-management	80
Management	20

Source: compiled by the author based on [9]

Marriott International operates a hospitality and tourism industry-leading collection of more than 30 brands and over 9,700 properties across 143 countries, providing extensive opportunities for global connection and discovery. The company is dedicated to fostering a positive, sustainable impact in every market it serves. Rooted in the core values established by founders J. Willard and Alice Marriott in 1927, the organization continues to be guided by a legacy of family leadership that shapes its corporate culture today. Marriott International follows a comprehensive diversity, equity and inclusion (DEI) strategy aimed at fostering an inclusive ecosystem for all stakeholders, with a specific focus on increasing leadership diversity and expanding hotel ownership among underrepresented groups. By integrating diverse-owned suppliers into its global network and optimizing marketing for diverse travelers, the company ensures a holistic approach to professional growth and market inclusivity. The main DEI goals of Marriott International are to achieve gender representation parity for global company leadership and to increase representation of people of color in executive positions in the U.S. to 25%. Marriott's comprehensive global DEI strategy is structured around culture, talent and

organization. It directs the company's efforts to enhance cultural engagement, foster inclusive opportunities, and drive talent development. The organization ensures that managed associates have streamlined access to existing resources while utilizing diverse communication channels to provide updates and new materials related to this strategic framework [11].

Accor Group maintains a significant global footprint in tourism and hospitality market, operating across 110 nations with a vast infrastructure of 5,500 properties and 10,000 food and beverage venues. The international corporation's multi-brand strategy encompasses a full spectrum of tourism and hospitality services, including luxury, premium, midscale, and economy segments. Diversity and inclusion at Accor are declined in the plural: gender diversity, inclusion of people with disabilities, the richness of social, ethnic, racial and cultural diversity, and LGBTQ+ inclusion. 42% of Accor's workforce are women. 59% of Accor's teams do not have a university degree. Accor is committed to combating all forms of discrimination, whether on the grounds of ethnicity, social, racial or cultural origin, gender or gender identity, age, physical appearance or disability, religious belief, sexual orientation, family status, trade union activities or any other grounds prohibited under law. Accor is committed to placing skills at the heart of its managerial and human resources, with the aim of welcoming, growing and supporting all talents equitably. Accor is committed to providing employees with the necessary tools and resources to enable them to appropriate diversity and inclusion issues, taking local situations into account. Accor is committed to informing its employees and all those with whom it is in contact with, about the actions taken to help promote diversity, equity and inclusion worldwide, and to give guidance as to how these can be put into practice. Accor is committed to making diversity and inclusion part of a strategic approach adopted at the highest managerial level, with the support of strong monitoring and debating bodies [12].

Conclusions. Analysis of global tourism and hospitality leaders, such as Marriott, Hilton, Accor and TUI, confirms that the integration of diversity, equity, and inclusion (DEI) principles is not merely an ethical standard but a strategic tool for driving profitability and innovation. In contrast, Ukraine's implementation remains in its early stages due to a lack of managerial expertise, minimal state regulation, and the prevalence of outdated corporate mindsets.

However, the rapid increase in the number of people with disabilities due to the war, combined with the market entry of value-driven, makes the adoption of international inclusivity practices a matter of urgent necessity for the resilience and growth of the Ukrainian tourism sector.

The integration of diversity, equity, and inclusion principles into the Ukrainian tourism sector must transcend mere compliance and be fundamentally embedded within the corporate missions of all industry stakeholders. To achieve this, it is essential to prioritize the comprehensive renovation of infrastructure based on universal design standards to ensure barrier-free access for people with disabilities. Employers should adopt inclusive HR policies that actively facilitate the recruitment and professional integration of veterans and individuals with disabilities through the provision of necessary reasonable accommodations. Cultural transformation within organizations should be driven by mandatory DEI workshops for both management and staff

to dismantle stereotypes and elevate service quality for diverse guest segments. Digital inclusivity must be enhanced by adapting booking platforms and websites for users with sensory impairments, while strategic partnerships with international bodies and local non-governmental organizations, should be established to fund social integration projects. The development of targeted marketing campaigns and specialized travel packages will be crucial in positioning Ukraine as a globally recognized, inclusive, and welcoming destination.

Sustainable veteran inclusion is achieved through the structural adaptation of the work environment, facilitating the purposeful application of veteran competencies within civilian organizational frameworks. Research on the development of specialized corporate training programs for tourism chain HR managers regarding the specifics of working with veterans deserve more attention and will be examined in future research.

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