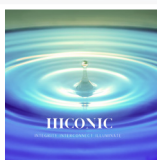




INCLUSION SURVEY 2020

EXECUTIVE SUMMARY

By the National Club Association
in partnership with IIICONIC



NATIONAL
CLUB ASSOCIATION
Advocacy | Insight | Governance

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EXECUTIVE SUMMARY

In October 2020, the National Club Association (NCA) partnered with IICONIC to develop and conduct a diversity, equity and inclusion (DEI) survey of club leaders to assess clubs' current level of conscious inclusion and to better understand the resources needed to aid in diversity, equity and inclusion efforts at their club.

While many clubs may not be actively engaged in this area, this is an opportunity to explore the topic and advance efforts toward creating a united club community. Our goal is to use this information to raise awareness and start a conversation of how DEI experiences impact employees at work and among club members and their communities. This first step enables NCA to develop strategies and guidance relating to diversity, equity and inclusion.

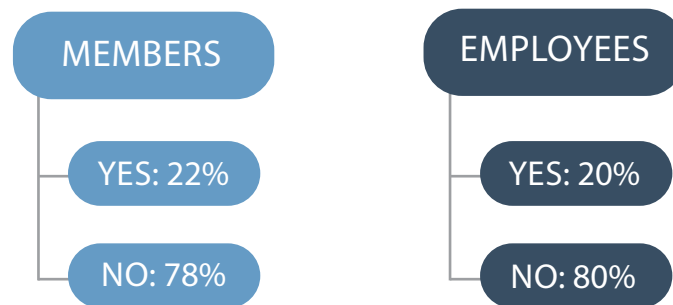
Survey Demographics and Diversity Areas

The survey was sent to 1,335 club leaders and generated 94 responses (7% response rate). The survey questions identified several areas of DEI at clubs: culture, race and ethnicity, people with disabilities, religion or faith-based and veterans' groups. However, DEI also extends outside of these areas to include gender expression, sexual orientation and age.

Specific DEI areas of focus for clubs in the survey included both club members and club employees.

DEI AT CLUBS – GENERAL OVERVIEW

Clubs with DEI included in the club's mission or vision for members and employees.

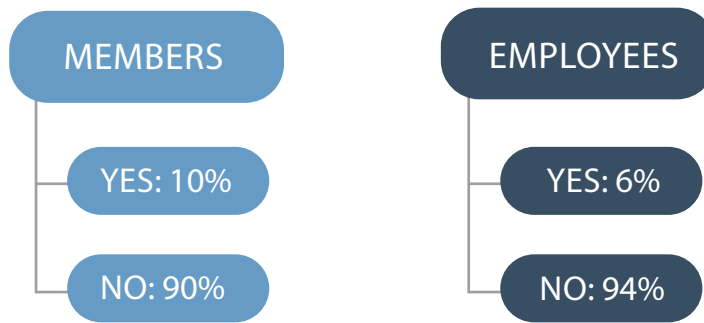


The majority of club leaders indicated their club does not include DEI statements within the mission or vision of the club, as it pertains to employees and members.

When clubs were asked when they present a DEI policy for employees, 55% indicated that they have no policy. If clubs do present a DEI policy to employees, 40% do so through employee orientation or onboarding. The number drops off sharply from there to include the welcome letter (13%) and offer letter (5%). Of the 7% that indicated "other," the employee handbook was indicated in 50% of the answers, with other individual references to applications and an annual staff meeting.

Fewer club leaders indicated a DEI policy for members with 67% having no policy. Clubs that do present a DEI policy list club member orientation/onboarding (21%), member rules or bylaws (17%), welcome letter (5%) and newsletter (2%) as the method used.

Clubs with an identified DEI Committee for members and employees.

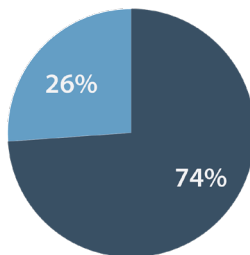


Club leaders overwhelmingly indicated the club does not have a DEI Committee for employees and members.

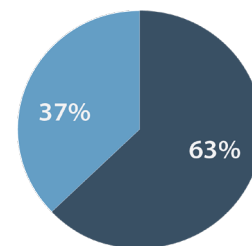
■ YES

■ NO

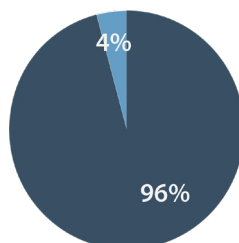
DEI goals and initiatives are part of your club's annual goals and objectives.



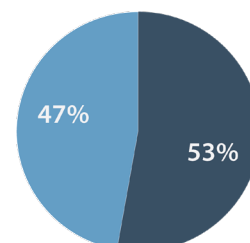
Club verifies communication and marketing strategies for members and employees to ensure inclusive language and images are used.



DEI initiatives are part of your club's annual budget.



Club conducts annual sensitivity/diversity training for employees.



Steps taken to measure DEI goals and initiatives at your club.

RESPONSE RATIO

Not applicable.....	64%
Board Evaluation.....	19%
Encouragement for staff to self-identify voluntarily.....	12%
Available platforms for immediate feedback (i.e. email, feedback cards, hotline).....	12%
Annual Membership Survey.....	11%
Other.....	6%

The majority of the survey respondents (64%) indicated that measuring success is not applicable. Of clubs measuring the success of DEI initiatives, the most cited way is through board evaluation (19%). Other methods used include encouragement of staff to self-identify voluntarily (12%), usage of feedback forms like email, cards or a hotline (11%) and annual membership surveys (11%). About 6% of respondents are in the early phases of development of DEI criteria.

DEI SUPPORT

Does your club have any employee resources groups (i.e., voluntary, employee-led groups based on common interests or demographic factors)?

RESPONSE RATIO

No employee resource groups at club.....	94%
Veterans.....	4%
Culture, race and ethnicity.....	3%
Other.....	2%
People with disabilities.....	1%
Religion or faith based.....	1%

Clubs overwhelmingly report not having Employee Resource Groups (ERG) for DEI. For clubs that do have ERG, each of the four outlined areas—culture, race and ethnicity, disabilities, religion or faith-based and veterans—were represented in at least one case. Veterans groups were most likely to be represented in the clubs that indicated current ERG, followed by culture, race and ethnicity.

How does the club demonstrate a commitment to meeting the needs of employees and members with disabilities?

RESPONSE RATIO

Make adjustments to standard operating procedures to accommodate requests.....	71%
Have written policies on accommodations.....	53%
Mobility devices can access club without difficulty.....	48%
Allow service animals.....	44%
Can adjust preferred mode of comm. of disabled person for hearing/visual impairments....	21%
Other.....	5%

This question generated 212 responses from 88 total respondents. The majority (71%) of clubs reported making adjustments to procedures based on accommodation requests. Also in the majority (53%) is written policies on accommodations at clubs. Several clubs provide mobility devices allowing access to club without difficulty (48%) and allow service animals (44%). Comments provided by those selecting “Other” include adhering to state mandates and making historic buildings handicap accessible.

MEASURING EFFECTIVENESS

Club reported measurement of minority welcomeness at club.

	Minority Employees	Minority Members
Do not measure	67%	74%
Employee/Member satisfaction survey.....	20%	18%
Employee/Member-focused feedback.....	12%	8%
Other.....	9%	6%

Total respondents for this question were 92 (employees) and 91 (members).

Survey respondents were asked to indicate how they measure if minority employees and members are made to feel welcome at the club. While 70% of clubs currently do not measure either minority employee or minority member feelings of welcomeness at the club, minority employee levels of welcomeness are measured slightly more often than minority member levels of welcomeness. A satisfaction survey is the most frequent method of measurement for both minority members and minority employees. “Other” answers cited informal processes for evaluating minority employee feelings of welcomeness through informal feedback and open dialogue, follow up with new employees, “open and honest conversations” and during annual performance evaluations using work environment questions. Other avenues cited for evaluating minority member feelings of welcomeness involved informal measures such as open dialogue and personal inquiries from board members or identified staff or department heads.

LOOKING AHEAD AT DEI

What are your biggest concerns or challenges relating to implementing diversity, equity and inclusion initiatives at your club?

RESPONSE RATIO

It has never been done.....	50%
Interest level.....	35%
Employee/member participation.....	27%
Limited Staff.....	24%
Existing club culture.....	19%
Other.....	19%
Lack of diversity with senior and executive leadership.....	15%

Survey respondents selected all the answers that applied to their club. Half of clubs reported the biggest challenge or concern regarding implementing DEI initiatives was that they had not been done in the past, followed by interest level (35%), employee member participation (27%), limited staff (24%), existing club culture (19%) and lack of diversity with senior and executive leadership (15%).

Nearly one-fifth of respondents (19%) reported “other,” and included comments relating to the town or regional demographics (cited 4 times), satisfactory levels of diversity at the club (cited 5 times) and “no concerns” (cited 2 times).

What areas do you feel your club needs the most support and guidance relating to diversity, equity and inclusion?

RESPONSE RATIO

Leadership training.....	56%
Employee training.....	48%
Better access to and recruitment of diverse candidates.....	46%
Board facilitation.....	36%
Total assessment of club to find inclusive opportunities.....	35%
Staff facilitation.....	35%
Updating current club policies and procedures to be more inclusive....	32%
Public relations.....	19%
Other.....	9%

Survey respondents selected all the answers that applied to their club. Clubs indicated that leadership training (56%), employee training (48%) and better access to and recruitment of diverse candidates (46%) as the areas with the most support and guidance needed; however, multiple areas of focus for guidance and support were also indicated by about one-third of the respondents. This question generated 247 total answers for specific areas of support or guidance (out of 81 total question respondents) suggesting survey respondents are interested in DEI support and guidance for their club.

Clubs indicated the following methods for recruiting.

Mid-level management

RESPONSE RATIO

Online job boards	89%
Internal job posts (promotion from within)	72%
Other general managers	70%
Employee referrals	67%
Hospitality school	67%
Community contacts	40%
Career fairs	32%
Executive search firm (please list in comments)	31%
Club members	20%
Other	1%

Ninety-three respondents answered this question and checked all answers that applied. These respondents made up a total of 455 recorded responses indicating many clubs use a variety of recruiting methods for mid-level management positions. The most popular response was online job boards where 83 of respondents indicated using this method to recruit mid-level management positions (89%). Clubs use executive search firms at a higher rate when seeking executive level management positions (68 respondents) when compared to mid-level management positions (29 respondents).

Executive level management

RESPONSE RATIO

Executive search firm (please list in comments)	73%
Other general managers	58%
Online job boards	39%
Internal job posts (promotion from within)	36%
Hospitality school	20%
Community contacts	18%
Club members	16%
Social media posts	14%

Respondents checked all the areas that applied. The 93 total question respondents generated 255 total answers indicating more narrow recruiting methods for executive level management when compared to mid-level management. The most popular recruiting measures are the use of an executive search firm (68 respondents) and other general managers (54 respondents). Of the 93 total respondents to answer this question, 68 selected "executive search firm." Of those, the 21 respondents who indicated the specific search firm used, 43% reported using two or more search firms while 48% reported using only one search firm. Clubs use executive search firms at a higher rate when seeking executive level management positions (68 respondents) when compared to mid-level management positions (29 respondents).