

le Come Now Serving PRESH BANA

THE WEBINAR WILL BEGIN SHORTLY









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CHAPTER THREE OF Lecovery: THE WORKFORCE

Dork Lorce RESOURCES

WORKFORCE RECOVERY CAMPAIGN: COMING SOON

WHITEPAPER: STATE OF THE AMERICAN WORKFORCE AND ITS IMPACT ON TRAVEL

EXECUTIVE SUMMARY DECK AND KEY FINDINGS

RECOVERY INSIGHTS DASHBOARD MONTHLY WORKFORCE DATA

INDUSTRY INSIDER NEWSLETTER: WORKFORCE EDITION

CONTINUED WEBINARS



WHITEPAPER: STATE OF THE AMERICAN WORKFORCE AND ITS IMPACT ON TRAVEL

- **Employment shifts** as a result of COVID-19
- Disproportionate impact on minorities and regional differences
- Primary reasons for workforce shortages
- **Perceptions** of travel and tourism careers
- Top employment considerations for today's workforce
- Industry recommendations and examples providing unique perspectives
- Potential solutions on addressing the current hiring landscape





- The labor force was reduced by more than 500,000 just from a decline in temporary workers alone
- There were more than 100,000 unused H2B and J1 work

visas in FY2021 Employers are having to wait a long time to get Employers are naving to want or enewals are not their petitions approved, and renewals are not also a second to take a being processed in a timely manner, it's going to take a long time for them to work through the backlog." - Stephen Tale (and circumcal manufacture and fraction of Correll Law School



- Increase the cap on High and Ji state and permanently eximpt returning High workers from the CDP, such as proposed in the High Returning Worker Exception Act (H.R. 3897). Streamsine and Modernize H-2B Visa Programs

Additional detail on reasons for shortages can be found in the full report.

DNS FOR WORKFORCE SHORTAGE: EFLECTION

Americans cited the 'desire to r change' as the top reason ir current job

million Americans guit their more than one in five in L&H

have previously worked in by and decided to change

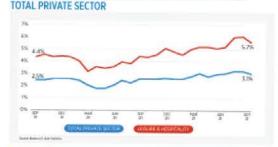
economy time to or what

disproportionately switched to a different industry

Additional detail on reasons for shortages can be found in the full report.

Reallocation Friction:

QUIT RATES IN THE LEISURE & HOSPITALITY INDUSTRY VS. TOTAL PRIVATE SECTOR



Leisure & Hospitality is experiencing elevated quit rates

REASONS FOR WORKER SHORTAGES

11 FINANCIAL CUSHION The federal government provided over \$650 billion in direct payments to taxoayers and many decided they

urn to old jobs or the

match between

nemaloyed people

21 CHILDCARE CHALLENGES

Lack of affordable quality childrare caused many women to choose between work and family and continued chatcare labor shortages have resulted in many women remaining on the Science, Nearly 1.5 million fewer women are





by have the most job Travel organizations and destinations were not form unconstantion and unstrained were not able to access additional temporary markets as a result of visa processing delays, bossings and love restrictions. This severely curtained the ability of

3 | SELF-REFLECTION - COVID CL

More than two-thirds of Acremicans teek new employment are seriously considering changing their occupation or field of wor And one-third of Americans ched the 'desi to make a carper change, as the top reason

Additional detail on reasons for shortages can be found in the full repair.

WHAT'S NEXT - INDUSTRY RECOMMENDATIONS

HIGHLIGHT THE UNIQUE BENEFITS AND VALUE OF TRAVEL EMPLOYMENT

- Travel jobs are accessible
- Travel jobs are flexible
- Travel jobs are diverse
- Travel jobs provide



2 | PROMOTE DIVERSE, EQUITABLE AND INCLUSIVE TRAVEL CAREER OPPORTUNITIES

- · Embrace diversity, new values, mindsets and expectations of the new workforce
- Elevate importance of DE&I and ensure it is at the core of organization charts, strategic

3 EXPAND HORIZONS

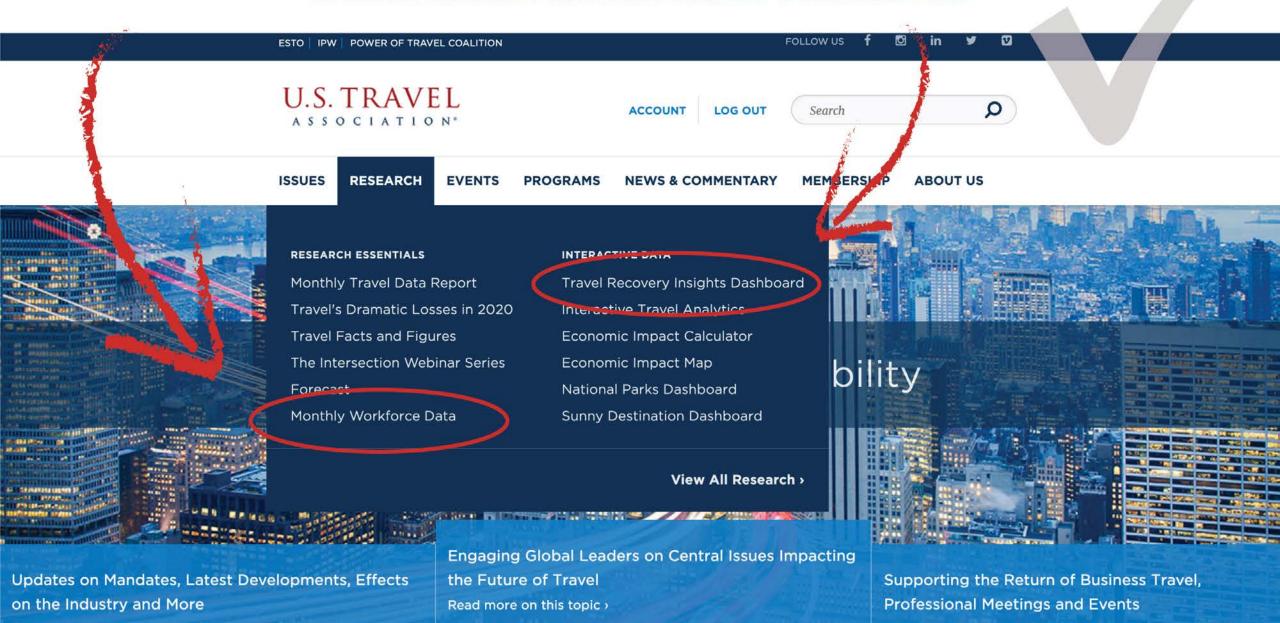
- Look beyond travel and tourism
- · Redefine flexibility
- Understand needs and values of emerging workforce.
- Improve access to international workers

WORKFORCE SHAKE UP

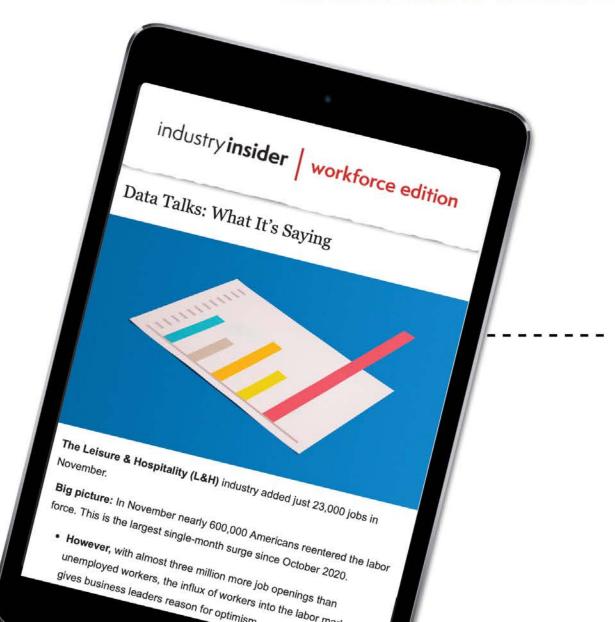
- Four in 10 of full-time employed Americans experienced some sort of employment shift during the pandemic
- More than five million Americans left the workforce including more than three million early retirees-double the number in 2019
- Even as of November, the labor force participation rate remained at 518% - equating to 2.4 million fewer



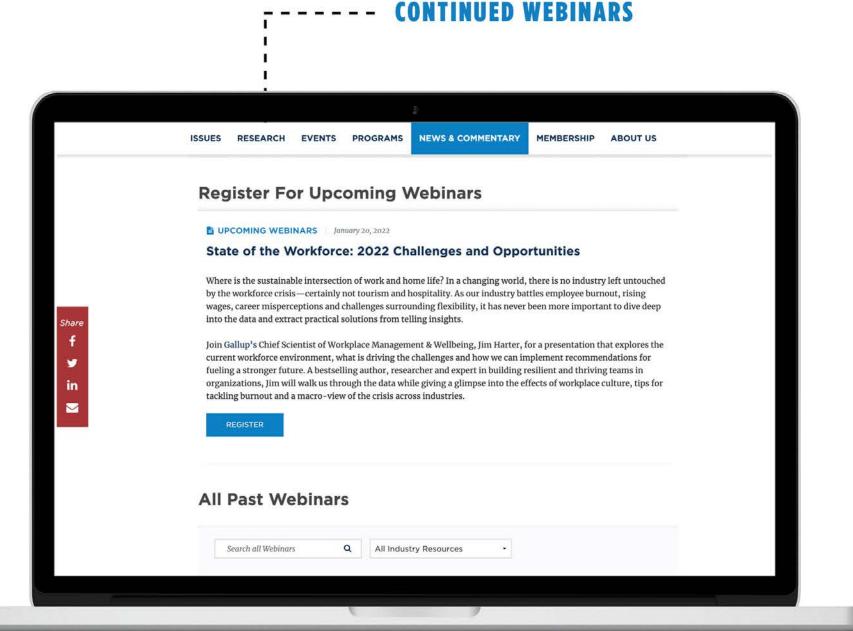
RECOVERY INSIGHTS DASHBOARD MONTHLY WORKFORCE DATA



INDUSTRY INSIDER NEWSLETTER: WORKFORCE EDITION



The latest data, industry best practices, resources, perspectives and policy solutions surrounding our workforce.







im Harter

Chief Scientist,
Workplace Management and Wellbeing
Gallup

GALLUP°

State of the Workforce

2022 Challenges and Opportunities

The State of The Workplace

Pre-Pandemic Trends

- Far more racial, cultural and gender diversity
- Remote working
- Matrixed work environments
- Digitization and mobile technology
- Contingent and "gig' jobs"
- Work and life blurred
- The most desired perk: workplace flexibility
- Changing workforce demands

Current State

- Mass Hybrid Work
- Record resignation rates
- Desire for upskilling and career development
- Increased Stress, Worry, Anger, Burnout
- A gap between employer and employee preferences

DAILY STRESS

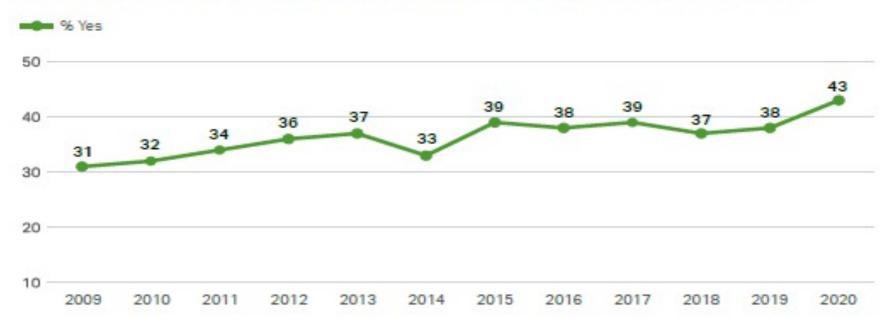


43%

of employees experienced stress during a lot of the previous day.

Global Stress Trend, Among Employees

Did you experience the following feelings during A LOT OF THE DAY yesterday? How about stress?



DAILY ANGER



24%

of employees experienced anger during a lot of the previous day.

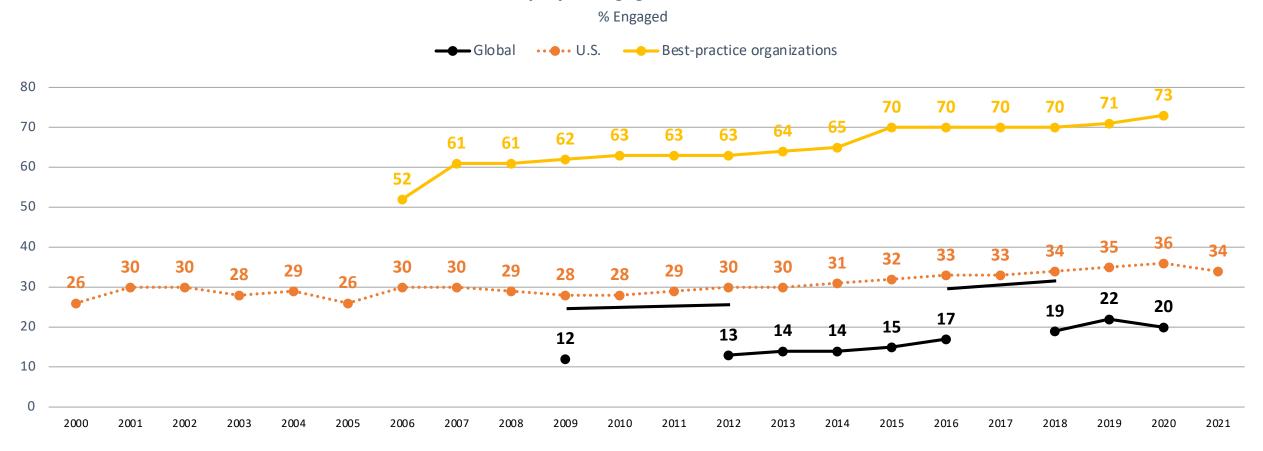
Global Anger Trend, Among Employees

Did you experience the following feelings during A LOT OF THE DAY yesterday? How about anger?



Employee Engagement Dips Globally in 2020 and in U.S. in 2021

Employee Engagement Trends



Note: Percentages for global and U.S. engagement trends are calculated using annual data. Percentages for best-practice organizations are average percentages of engaged employees across annual Gallup Exceptional Workplace Award winners; percentages reflect the year that Gallup collected the winners' engagement data — not the year that Gallup named the award winners.

Elements of Human Nature

NEEDS

Clear expectations

Materials and equipment

Do what I do best

Recognition

Cared about as a person

Development

Opinion counts

A mission or purpose

Committed coworkers

Strong social bonds

Progress discussions

Learning and growth

DISRUPTERS

Digitization

Mobile technology

Work hours

Flexible scheduling

Remote working

Job hopping

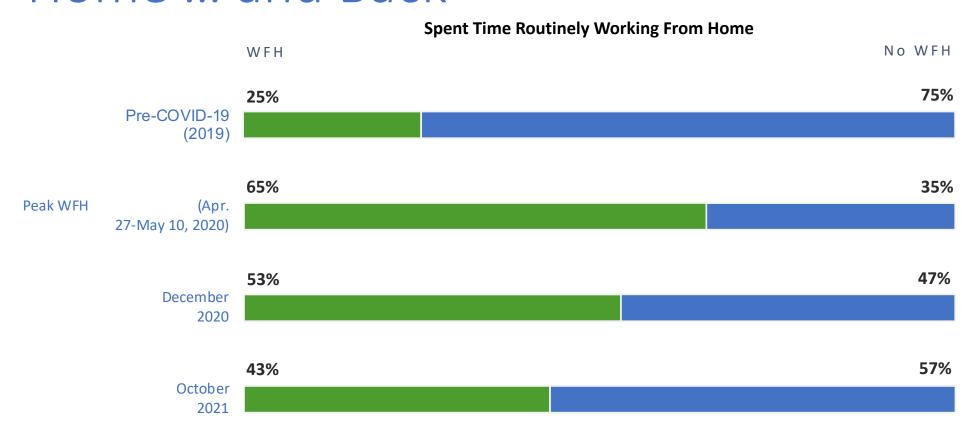
Contingent workers

Matrix

Reasons for Leaving

- Pay & Benefits (13.2%)
- Engagement (41.5%)
 - Advancement/Development/Career
 - Not treated with respect
 - Workplace culture
 - Work interest/job fit
 - Lack of recognition for achievements
- Wellbeing (21.2%)
 - Relocation
 - Work-Life balance
 - Work schedule
 - Physical working conditions
 - Flex to work remotely some of the time

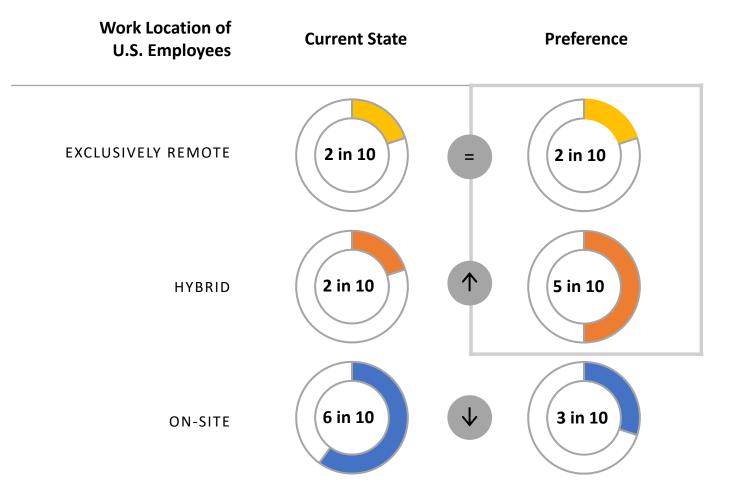
An Unprecedented Shift From the Office to Home ... and Back



Gallup Workforce Panel used for 2019 and 2021 data; Gallup Panel COVID Tracker used for 2020 data; Full-time employees only. No WFH: Never/Rarely (<10%), WFH: Sometimes-Exclusively (10%-100%)

Employee Work Location Preferences

OCTOBER 2021



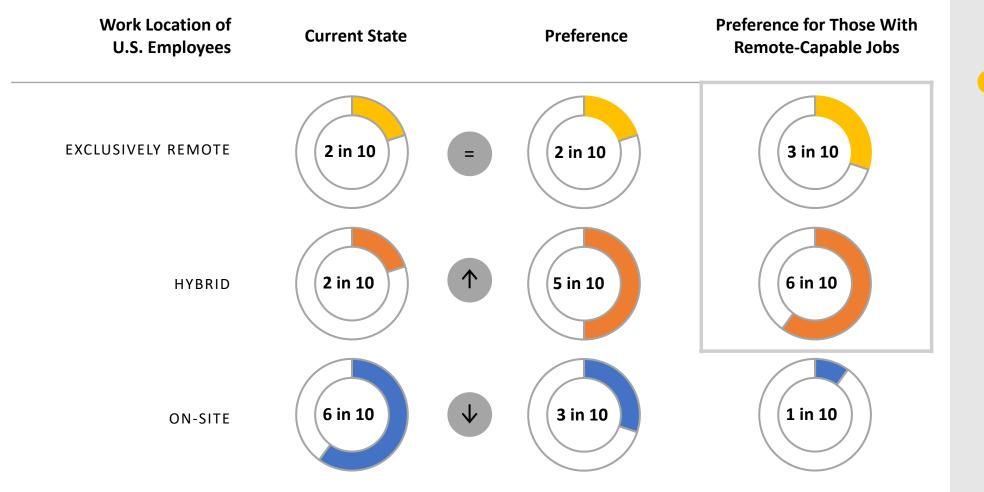


7 in 10 American employees want

to work hybrid or 100% remote

Employee Work Location Preferences

OCTOBER 2021



9 in 10

"remote-capable" employees want to work hybrid or 100% remote

Making Hybrid Work



What are the needs of your:

- customers
- organization
- teams
- individual employees



How are your managers:

- clarifying expectations and priorities
- continually coaching
- creating outcome-focused accountability

Mental Health

Employee Burnout

A syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed.

The three dimensions of employee burnout are feelings of energy depletion or exhaustion; increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and reduced professional efficacy.

Burnout vs Flow

Both are "high challenge"

Root Causes of Burnout

- 1 UNFAIR TREATMENT AT WORK
- 2 UNMANAGEABLE WORKLOAD
- 3 UNCLEAR COMMUNICATION FROM MANAGERS
- 4 LACK OF MANAGER SUPPORT
- 5 UNREASONABLE TIME PRESSURE

Burnout vs Flow

Both are "high challenge"

wellbeing

All the things that are important to each of us, how we think about and experience our lives.

Why Wellbeing Matters

Comparing employees who are **engaged but not thriving** in life with those who are **engaged and thriving**, those in the former group report the following risks:

61%

HIGHER LIKELIHOOD OF BURNOUT OFTEN OR ALWAYS 48%

HIGHER LIKELIHOOD OF DAILY STRESS

66%

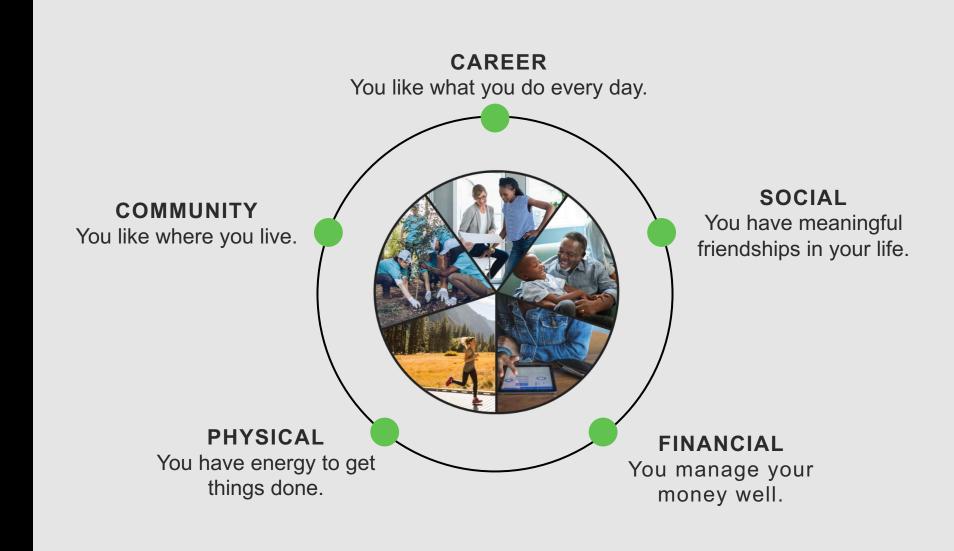
HIGHER LIKELIHOOD OF DAILY WORRY

2X

THE RATE OF DAILY SADNESS AND ANGER

The Five Elements of Wellbeing

- From a global study of thriving in life
- They describe aspects of your life that you can do something about.
- Career wellbeing is foundational but all five are important
- The five predict mental health outcomes



Three Requirements for Effective Coaching



Establish Expectations



Continually Coach



Create Accountability

Strengths—A Short-Cut to Meaningful Conversations

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Developer	Context
Belief	Communication	Connectedness	Futuristic
Consistency	Competitive	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	Self-Assurance	Includer	Intellection
Focus	Significance	Individualization	Learner
Responsibility	Woo	Positivity	Strategic
Restorative		Relator	

Building a Thriving Workplace

Employee Experience – The Journey with your organization



- Discover strengths and opportunities across your employee experience.
- Identify and develop middle management to maximize employee experience.
- Reinforce meaningful purpose and values to build a resilient culture.

The Workplace Is Changing

Organizations and managers must adapt to keep up with these changes.

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OUR FUTURE

My Paycheck My Purpose

My Satisfaction My Development

My Boss My Coach

My Annual Review My Ongoing Conversations

My Weaknesses My Strengths

My Job My Life

Thank You

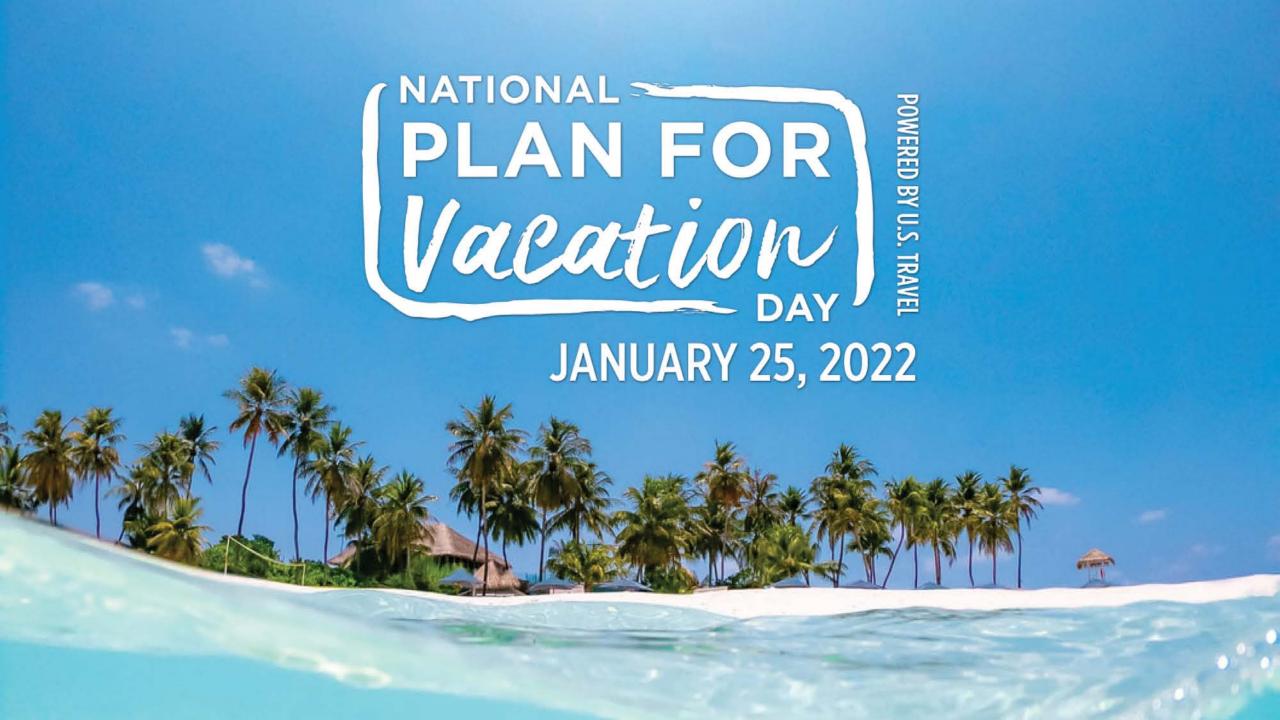
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of American workers feel at least MODERATELY BURNED OUT



of full-time employees agree that taking vacations is important to their job satisfaction

SOURCE: Destination Analysts, December 2021





