



Building Culturally Intelligent
Brands and Leaders™

State of the Foodservice Industry Diversity Report 2014

Presented by



Summary of Findings: State of the Foodservice Industry Diversity Report 2014

60 companies, 90 Brands, 22 Questions

The goal of this landmark study conducted in partnership between People Report and MFHA was to establish a baseline of industry benchmarks and practices in the critical area of employee diversity.

- Ethnic/racial minorities represent 50% of all hourly employees
- People of color make up only about 36% of the total workforce
- From the 50% minority representation at the hourly employee level, the percentage of restaurant assistant managers that belong to a minority group drops to 44%, and to 31% for general managers.
- Only 12% of their corporate directors belong to an ethnic/racial minority
- Only 8% and 10% of the corporate executives and board members are people of color
- 52% of hourly employees in restaurants are women, as compared to 47% of women that make up the U.S. labor force
- Women running restaurants at the general manager level drops to 29% from the 52% of the hourly employees in restaurants
- Women represent only 31% of corporate directors, 23% of corporate executives, and 17% of corporate board members

When analyzing the data by dining segment, overall:

- 45% of all companies reported having a corporate diversity statement; 24% of small companies, 67% of large companies
- 1 out of 3 small companies reported having a diversity strategy
- Almost half of large companies reported having such a strategy
- Average restaurant turnover is 19% lower than those that don't have a statement; restaurant management turnover was 7 % lower
- Companies with a specific corporate diversity strategy have 17% lower hourly turnover than those who don't
- 31% have a diversity strategy

65% of Hispanics and more than 50% of African-Americans are Millennials. Millennials prefer to work in environments that are diverse.

Summary of Findings

Percentage of companies that have a diversity statement by company size

- 24% of small companies
- 44% of medium companies
- 67% of large companies

Percentage of companies that have a diversity statement by segment

- 45% overall
- 57% of Limited Service
- 37% of Full Service

Restaurant Employees: Average % of ethnic/racial minorities

- **50.4% of hourly employees**
- **34% of managers (all levels)**
- **43.6% of assistant managers**
- **31.2% of general managers**

Corporate Office Employees: Average % of ethnic/racial minorities

- **19.8% of employees (non-exempt)**
- **17.8% of managers (exempt)**
- **12.2% of directors**
- **7.8% of executives**
- **10.2% board members**

Survey Results

1. Does your organization have a separate diversity strategy with goals, outside of an EEOC strategy?

Dining Segment	Overall	Limited Service	Full Service
Yes	31%	25%	34%
No	69%	75%	66%

2. Does your company have a diversity statement?

Company Size	Small	Medium	Large
Yes	19%	24%	48%
No	81%	76%	52%

your company have a diversity statement?

Dining Segment	Overall	Limited Service	Full Service
Yes	45%	57%	37%
No	55%	43%	63%

Company Size	Small	Medium	Large
Yes	24%	44%	67%
No	76%	56%	33%

3. If yes, how is that statement communicated to your employees, customers, and suppliers?

Dining Segment	Overall	Limited Service	Full Service
Employee manual/handbook	88%	92%	85%
Training Classes	50%	54%	46%
Posters at the workplace	38%	46%	31%
Part of orientation	50%	46%	54%
Posted on corporate intranet	42%	38%	46%
Posted on customer facing website	27%	31%	23%
Newsletter	12%	23%	0%
Videos	15%	15%	15%

Company Size	Small	Medium	Large
Employee manual/handbook	100%	71%	93%
Training Classes	40%	43%	57%
Posters at the workplace	80%	29%	29%
Part of orientation	60%	57%	43%
Posted on corporate intranet	20%	29%	57%
Posted on customer facing website	20%	29%	29%
Newsletter	0%	14%	14%
Videos	0%	14%	21%

4. Which of these diversity categories are explicitly included as part of your diversity strategy?

Dining Segment	Overall	Limited Service	Full Service
Gender	47%	67%	33%
Race/ethnicity	47%	63%	36%
Age	38%	50%	31%
Sexual orientation	35%	42%	31%
Other	10%	8%	11%

Company Size	Small	Medium	Large
Gender	32%	44%	64%
Race/ethnicity	36%	44%	59%
Age	27%	44%	45%
Sexual orientation	23%	31%	50%
Other	0%	0%	27%

5. What percentage of your employees belongs to each ethnic/racial/gender category in the position levels listed below?

Overall	Hispanic	African American	Asian	Women
Restaurant Level:				
Hourly Employees	28.5%	15.7%	2.9%	52%
Managers (all levels)	21.6%	6.8%	2.0%	36%
Assistant Managers	27.8%	10.1%	4.1%	42%
General Managers	22.0%	5.8%	1.9%	29%
Corporate Office:				
Employees	9.9%	8.2%	2.3%	70%
Managers	7.8%	5.3%	4.0%	49%
Directors	7.1%	2.2%	2.7%	31%
Executives	5.1%	1.7%	0.9%	23%
Board Members	3.7%	6.5%	0.0%	17%

6. Do you have an ethnic marketing program?

Dining Segment	Overall	Limited	Full	Company Size	Small	Medium	Large
Yes	29%	38%	22%	Yes	10%	24%	50%
No	71%	62%	78%	No	90%	76%	50%

7. Does your company conduct diversity training for any of these positions levels?

	Overall		Limited Service		Full Service	
	Yes	No	Yes	No	Yes	No
Senior Management	36%	64%	52%	48%	26%	74%
Other corporate office employees	39%	61%	60%	40%	26%	74%
Restaurant managers	56%	44%	71%	29%	47%	53%
Restaurant hourly employees	37%	63%	60%	40%	24%	76%

	Small companies		Medium companies		Large companies	
	Yes	No	Yes	No	Yes	No
Senior Management	21%	79%	24%	76%	65%	35%
Other corporate office employees	21%	79%	35%	65%	63%	37%
Restaurant managers	40%	60%	59%	41%	74%	26%
Restaurant hourly employees	32%	68%	29%	71%	47%	53%

Participation

The results reported in this document represent the individual survey responses of **60 corporations**, which combined represent **90 distinct restaurant brands**. A complete list of survey participants can be found at the end of this document.

Survey Notes

Numbers shown in this document are calculated based on all available data collected through valid responses to a survey conducted online from November 2013 to April 2014. Responses were recorded verbatim and are self-reported numbers given by participants. All reported results are the percentage of valid responses, averages or medians unless otherwise noted. Averages are not weighted in any way. Percentages may not total 100 percent due to rounding and in the questions in which more than one option could be selected as an answer. The total number of respondents for each question varies. Not all participants answered every question.

Company Segmentation

For purposes of this analysis, participating companies were segmented into three groups based on their size according to their system-wide sales. Throughout this document, company size segmentation is based on the following definitions:

Small companies – Those companies with \$50 million or less in annual system-wide sales

Medium companies – Those companies with system-wide sales over \$50 million and up to \$500 million annually

Large companies – Those companies with annual system-wide sales over \$500 million

Contact Information

For any questions regarding this survey, please contact Victor Fernandez at victor.fernandez@tdn2k.com.

Executive Summary

Victor Fernandez, Executive Director of Insights and Knowledge, TDn2K (parent company of People Report)

The goal of this landmark study conducted in partnership between People Report and MFHA was to establish a baseline of industry benchmarks and practices in the critical area of employee diversity. This baseline has been established successfully, and illuminates the anecdotal data and experiences of foodservice workers and managers. This study confirms both the opportunities that exist for women, ethnic and racial minorities in the 500 billion dollar foodservice industry, as well as our significant opportunities for improvement and development in our workforce.

Overall, the industry is a very diverse workplace in which ethnic/racial minorities are represented at higher levels than in the general U.S. workforce. It represents the entry point for many people of color and women to start their careers. At the restaurant level, ethnic/racial minorities represent 50% of all hourly employees. As a comparison, according to the Bureau of Labor Statistics, people of color make up only about 36% of the total workforce. However, the opportunity for improvement stems from the fact that this minority percentage decreases the higher the position level within the organization. From that 50% minority representation at the hourly employee level, the percentage of restaurant assistant managers that belongs to a minority group drops to 44% and it drops even further to 31% for general managers running a restaurant. The corporate office reflects this trend as well, with companies reporting on average that only 12% of their corporate directors belong to an ethnic/racial minority. In the very top positions, only 8% and 10% of the corporate executives and board members, respectively, are people of color.

A very similar story is found when analyzing the gender diversity of the industry. The majority of all hourly employees in restaurants (52%) are women; a considerably larger percentage than the 47% of women that make up the overall U.S. labor force according to the Bureau of Labor Statistics.

However, the percentage of women running restaurants at the general manager level drops to 29%. The corporate office reflects a similar pattern, with women representing only 31% of corporate directors, 23% of corporate executives, and 17% of corporate board members.

The challenge and opportunity for the industry is thus how to become a better career development path for women and minorities. Indeed, some companies are paying attention to the diversity challenge and devoting resources to improving their performance in this area. However, closer inspection of the data reveals it is mostly large companies that are doing so. A considerable 45% of all companies reported having a corporate diversity statement, but breaking this down by company size shows just 24% of small companies (those with less than \$50 million in system wide sales) have such a statement while 67% of large companies (those with system-wide sales over \$500 million) reported having one. Similarly, while only about 1 out of 3 small companies reported having a diversity strategy for their organization, almost half of large companies reported

having such a strategy.

Is there a quantifiable return to investing in diversity? Is diversity a “good cause” we would like to be associated with or does it make a difference in our results? The data from this study, coupled with the

research conducted by People Report, shows diversity does matter, especially when it comes to reducing hourly turnover. Taking a subset of responses from this survey for which People Report tracks hourly and management turnover shows those companies that have a corporate diversity statement reported on average restaurant hourly turnover 19% lower than those that don't have such statement, while restaurant management turnover was 7% lower for those companies that have a corporate diversity statement. The data also shows similar trends for companies that have a specific corporate diversity strategy (17% lower restaurant hourly turnover than those who don't) and those who reported having a designated person responsible for leading the diversity efforts (15% lower restaurant hourly turnover). There is obviously a direct cost associated with turnover; the latest study by People Report showed an average \$700 for replacing a single hourly employee and about \$11,000 for a restaurant manager. However, the impact goes way beyond just this cost.

Studies by TDn2K, parent company of People Report, have shown the link between restaurant level turnover and same-store sales. On an intuitive level it makes sense, but the data also supports the theory that best performing restaurants have lower turnover level than underperforming ones. In this new marketplace in which declining guest counts and flat same-store sales are the norm, any investment that provides an advantage should be pursued relentlessly by any competitive organization. Diversity can certainly be such an investment.

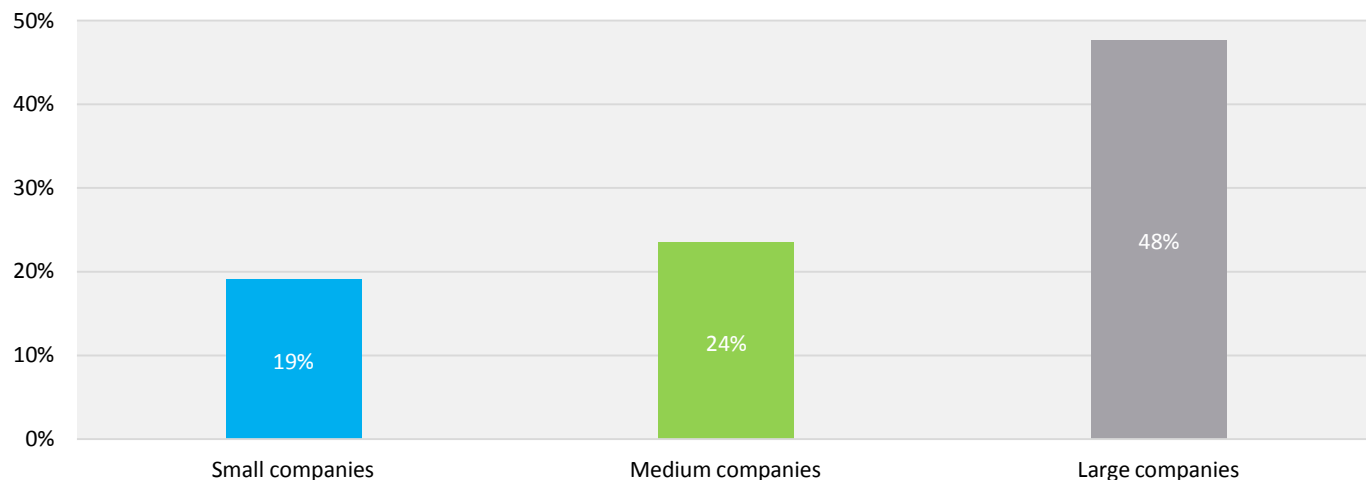
We at People Report are very proud to be research partners with MFHA and look forward to continuing to provide the insights that drive the conversation on how to make foodservice a better workplace through the promotion of diversity and inclusion.



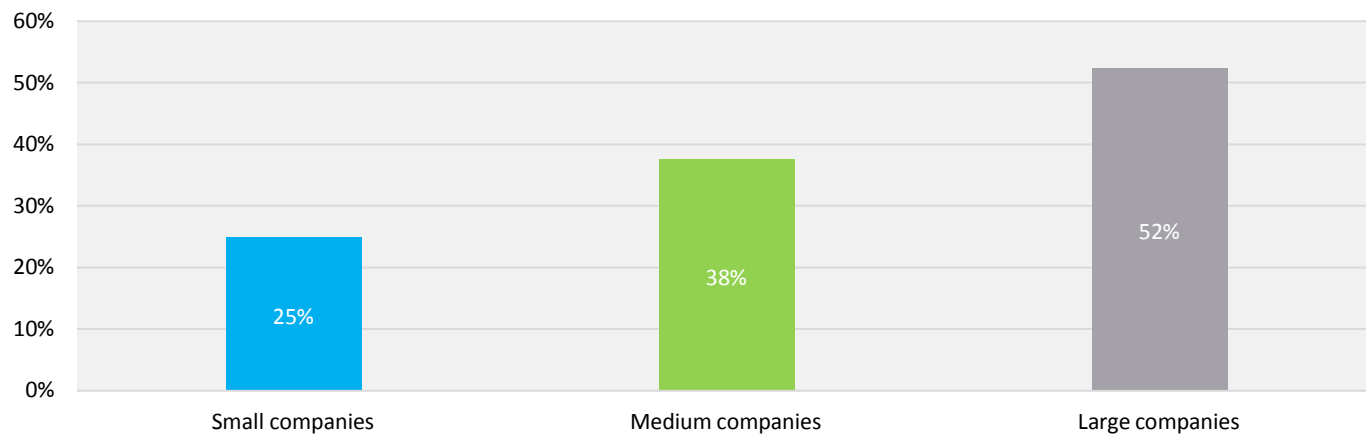
Summary of findings

- 38% of companies said leading diversity efforts is a sole responsibility.
- 38% of companies with person leading diversity efforts said this person reports to highest ranking position in HR.
- 4.2 was the average score that companies gave themselves on a scale of 1 to 5 (with 1 being extremely poor and 5 being exceptionally good) based on whether their organization is seen as a good place to work for people of color.
- 86% of companies said their workforce generally reflects their customer base in communities they serve.

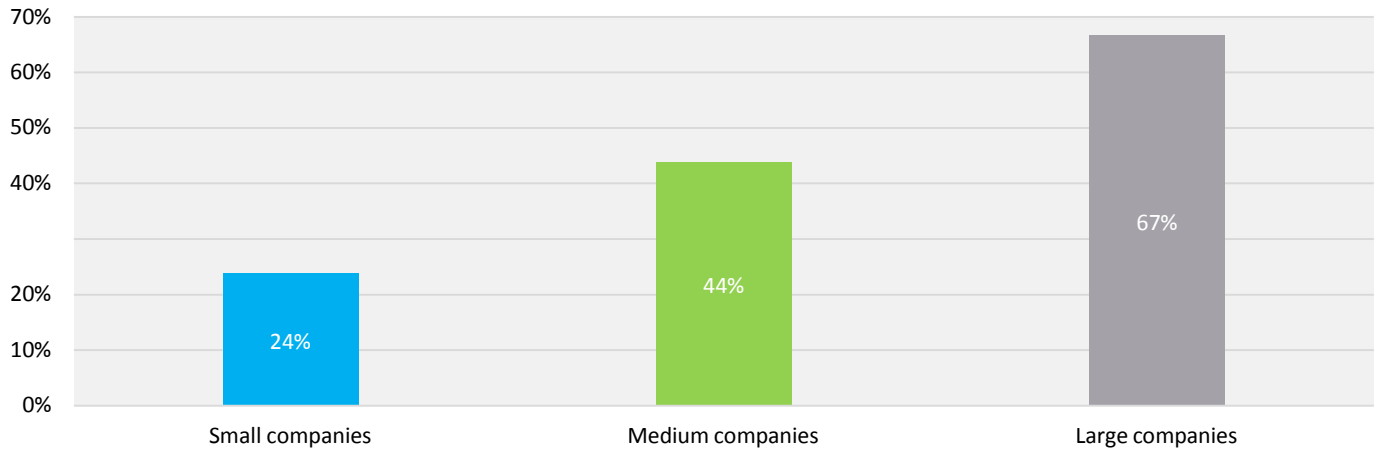
Percentage of companies with separate diversity strategy with goals, outside of EEOC strategy



Percentage of companies with diversity strategy tied to corporate strategy

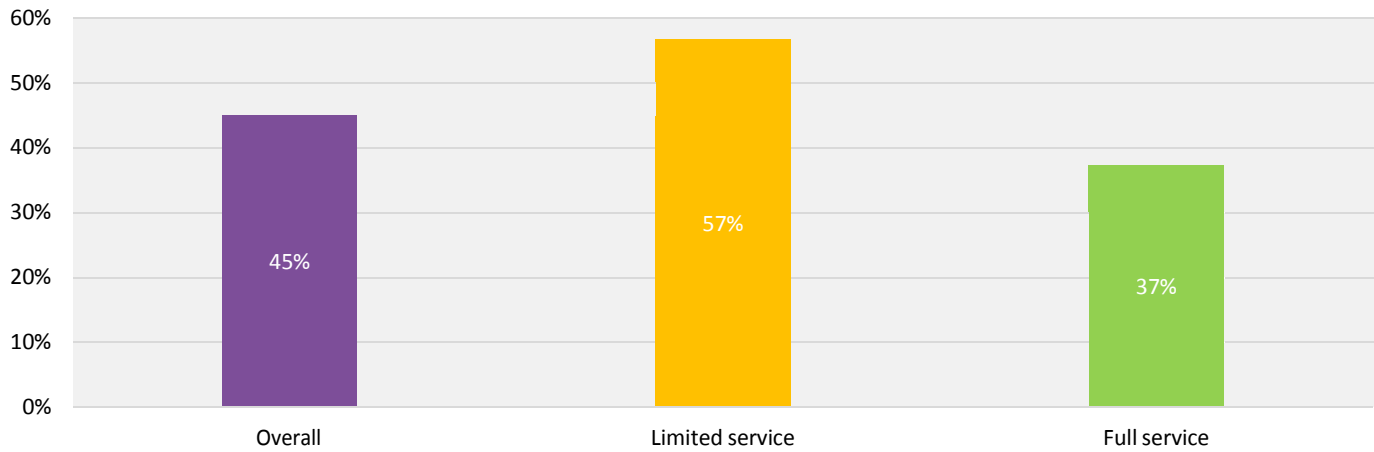


Percentage of companies that have a diversity statement



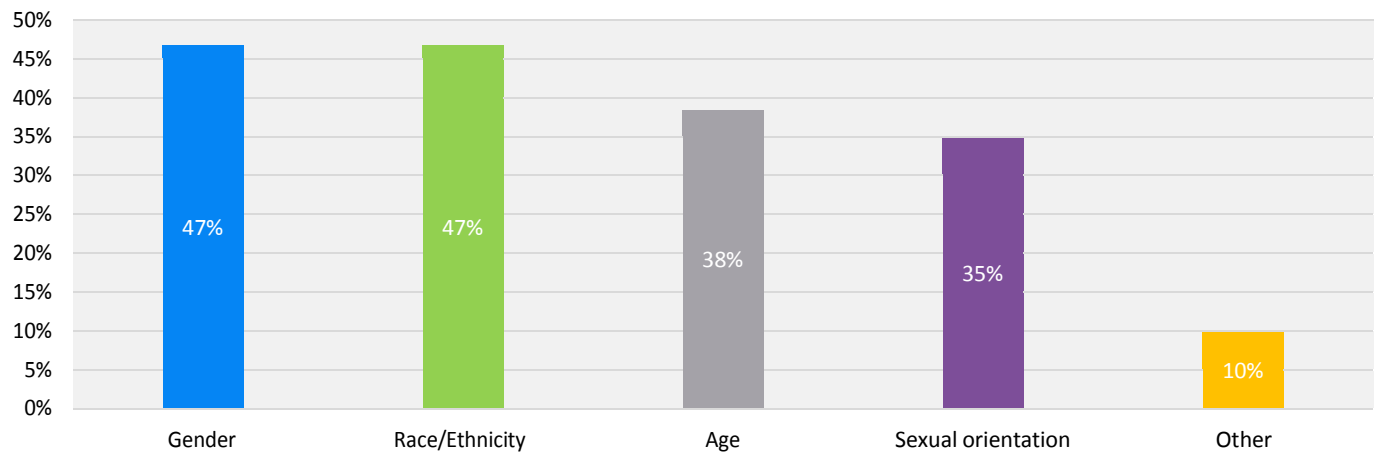
*By company size

Percentage of companies that have a diversity statement

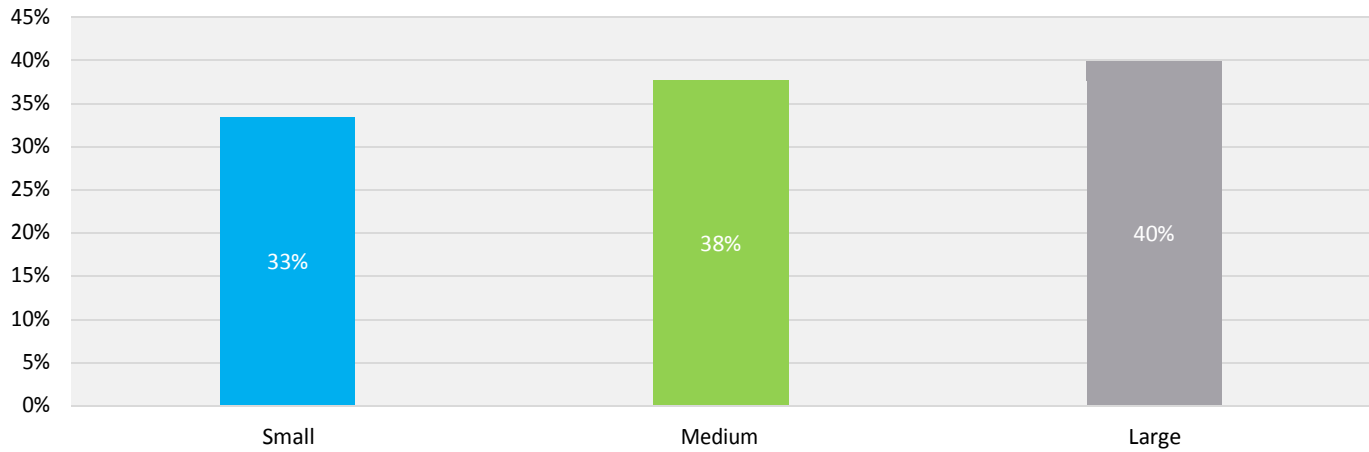


*By industry segment

Percentage of companies specifying each category in their diversity statement

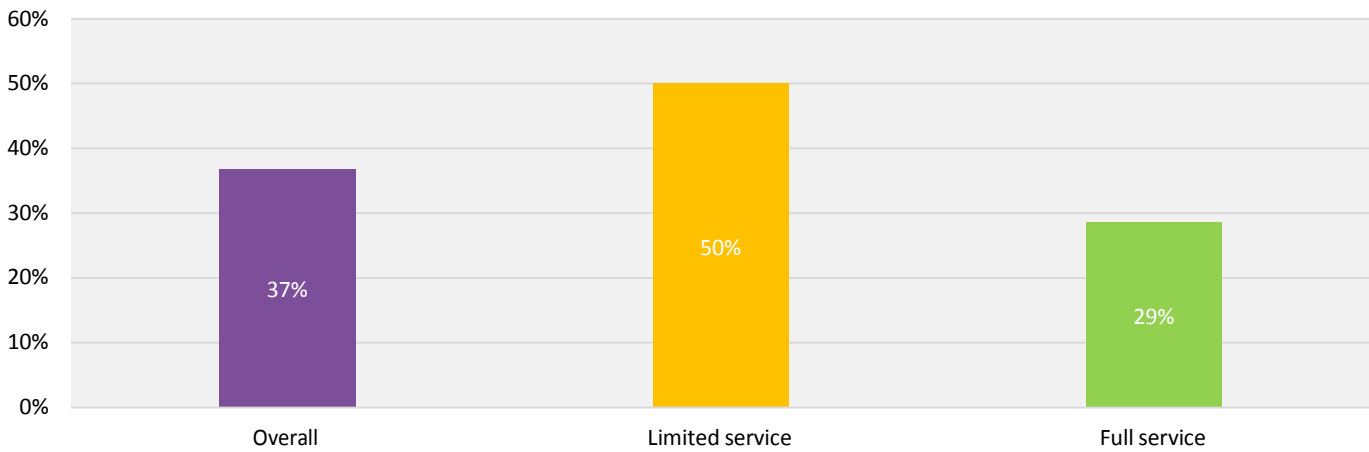


Percentage of companies with designated person leading diversity efforts



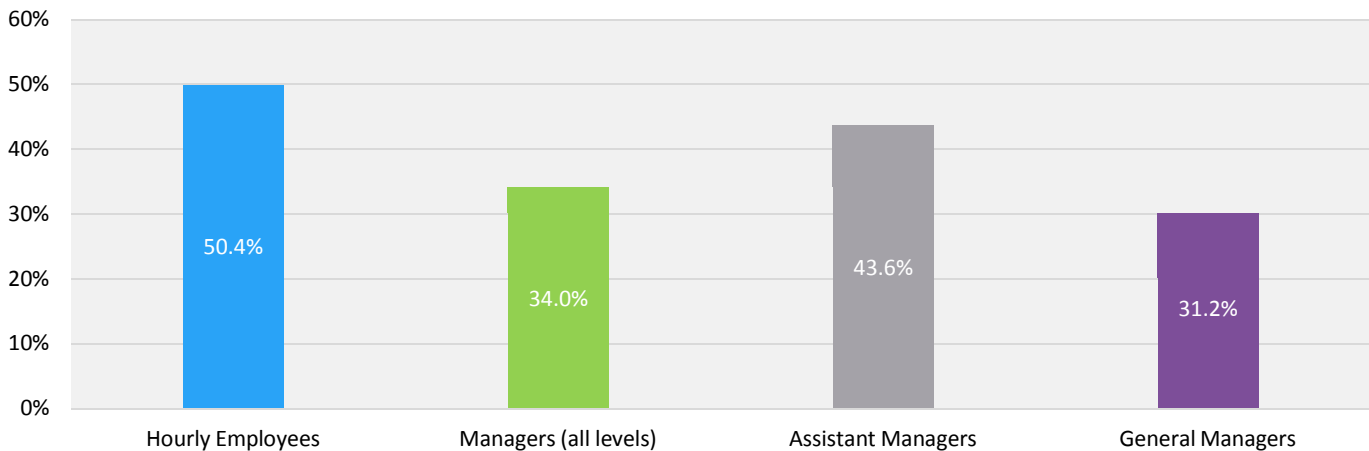
*By company size

Percentage of companies with designated person leading diversity efforts

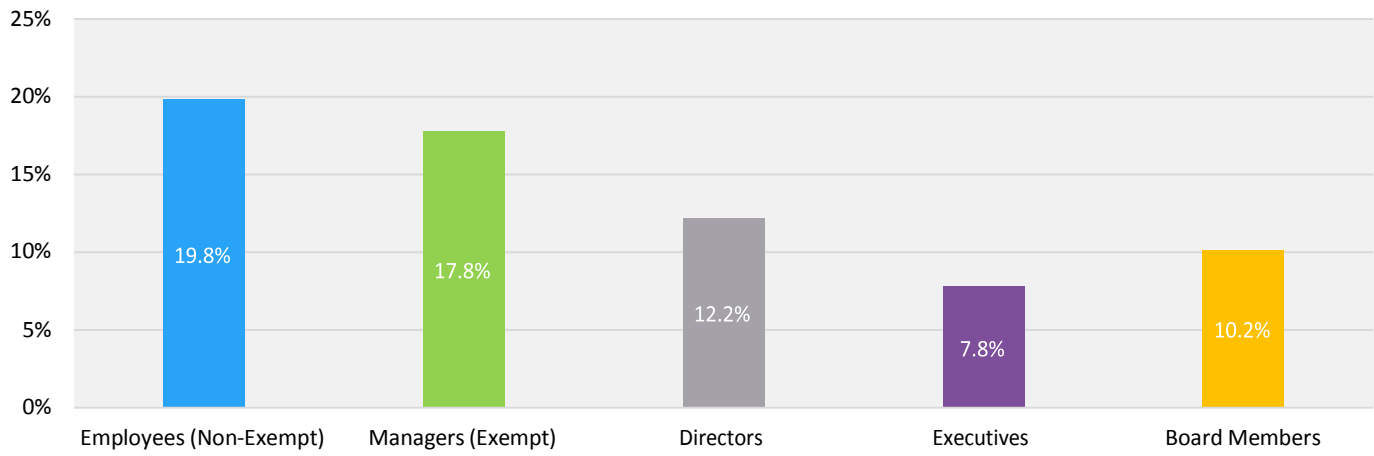


*By industry segment

Restaurant Employees: Average % of ethnic/racial minorities



Corporate Office Employees: Average % of ethnic/racial minorities



Survey results

General information

Number of Unit-Level employees

Dining Segment	Overall	Limited service	Full service	Company Size	Small	Medium	Large
Hourly				Hourly			
Average	9,035	10,534	6,355	Average	159	2,502	23,198
Median	1,492	3,926	1,146	Median	39	2,090	18,838
Salaried				Salaried			
Average	485	600	458	Average	12	188	1,512
Median	142	307	79	Median	4	195	1,038

Number of restaurant units operated by your company (company owned only):

Dining Segment	Overall	Limited service	Full service	Company Size	Small	Medium	Large
Average	219	405	143	Average	3	85	696
Median	57	140	17	Median	1	65	423

Is your company a franchisor?

Dining Segment	Overall	Limited service	Full service	Company Size	Small	Medium	Large
Yes	37%	42%	33%	Yes	0%	35%	73%
No	63%	58%	67%	No	100%	65%	27%

Number of restaurant units your company franchises to others:

Dining Segment	Overall	Limited service	Full service	Company Size	Small	Medium	Large
Average	867	3,833	474	Average	N/A	51	2,732
Median	317	1,418	228	Median	N/A	33	803

Diversity Strategy

Does your organization have a separate diversity strategy with goals, outside of an EEOC strategy?

Dining Segment	Overall	Limited service	Full service	Company Size	Small	Medium	Large
Yes	31%	25%	34%	Yes	19%	24%	48%
No	69%	75%	66%	No	81%	76%	52%

Is your diversity strategy tied to your corporate strategy?

Dining Segment	Overall	Limited service	Full service
Yes	39%	30%	44%
No	61%	70%	56%

Company Size	Small	Medium	Large
Yes	25%	38%	52%
No	75%	62%	48%

Does your company have a corporate diversity statement?

Dining Segment	Overall	Limited service	Full service
Yes	45%	57%	37%
No	55%	43%	63%

Company Size	Small	Medium	Large
Yes	24%	44%	67%
No	76%	56%	33%

If yes, how is that statement communicated to your employees, customers, and suppliers?

Dining Segment	Overall	Limited service	Full service
Employee manual/handbook	88%	92%	85%
Training classes	50%	54%	46%
Posters at the workplace	38%	46%	31%
Part of orientation	50%	46%	54%
Posted on corporate intranet	42%	38%	46%
Posted on customer facing website	27%	31%	23%
Newsletters	12%	23%	0%
Videos	15%	15%	15%

Company Size	Small	Medium	Large
Employee manual/handbook	100%	71%	93%
Training classes	40%	43%	57%
Posters at the workplace	80%	29%	29%
Part of orientation	60%	57%	43%
Posted on corporate intranet	20%	29%	57%
Posted on customer facing website	20%	29%	29%
Newsletters	0%	14%	14%
Videos	0%	14%	21%

Which of these diversity categories are explicitly included as part of your diversity strategy?

Dining Segment	Overall	Limited service	Full service
Gender	47%	67%	33%
Race/ethnicity	47%	63%	36%
Age	38%	50%	31%
Sexual orientation	35%	42%	31%
Other	10%	8%	11%

Company Size	Small	Medium	Large
Gender	32%	44%	64%
Race/ethnicity	36%	44%	59%
Age	27%	44%	45%
Sexual orientation	23%	31%	50%
Other	0%	0%	27%

Other, please specify: National origin, Religion, Special needs, Veterans

Do you have a designated person responsible for leading your diversity efforts?

Dining Segment	Overall	Limited service	Full service
Yes	37%	50%	29%
No	63%	50%	71%

Company Size	Small	Medium	Large
Yes	33%	38%	40%
No	67%	62%	60%

If yes, is that a shared or sole responsibility?

Dining Segment	Overall	Limited service	Full service	Company Size	Small	Medium	Large
Shared	62%	45%	80%	Shared	57%	67%	63%
Sole	38%	55%	20%	Sole	43%	33%	37%

To whom does that person report to (title)?

Dining Segment	Overall	Limited service	Full service	Company Size	Small	Medium	Large
CEO	24%	27%	20%	CEO	43%	33%	0%
President	14%	27%	0%	President	14%	33%	0%
Highest ranking position in Operations	14%	0%	30%	Highest ranking position in Operations	29%	0%	13%
Highest ranking position in HR	38%	36%	40%	Highest ranking position in HR	0%	33%	75%
Director or Manager level in HR	5%	0%	10%	Director or Manager level in HR	14%	0%	0%
(not highest ranking)				(not highest ranking)			
Other	5%	9%	0%	Other	0%	0%	13%

Other, please specify: SR VP of Global CSR, Sustainability and Philanthropy

On a scale of 1 to 5, with 1 being extremely poor and 5 being exception, is your organization seen as a good place to work for people of color (Hispanics, African Americans, Asians, and other racial/ethnic minorities)?

Dining Segment	Average	High	Low	Company Size	Average	High	Low
Overall	4.2	5	3	Small	4.4	5	3
Limited service	4.1	5	3	Medium	4.1	5	3
Full service	4.2	5	3	Large	4.1	5	3

Dining Segment	Overall	Limited service	Full service	Company Size	Small	Medium	Large
Exceptional	36%	29%	41%	Exceptional	48%	24%	35%
Good	47%	54%	41%	Good	43%	59%	40%
Neutral	17%	17%	18%	Neutral	9%	17%	25%
Poor	0%	0%	0%	Poor	0%	0%	0%
Extremely Poor	0%	0%	0%	Extremely Poor	0%	0%	0%

Diversity Practices

Does your workforce generally reflect your customer base in the communities you serve?

Dining Segment	Overall	Limited service	Full service	Company Size	Small	Medium	Large
Yes	86%	87%	85%	Yes	79%	88%	90%
No	14%	13%	15%	No	21%	12%	10%

What percentage of your employees belongs to each ethnic/racial category in the position levels listed below?

Overall	White	Hispanic	African American	Asian	American Indian or Alaskan Native	Two or more races	Native Hawaiian or other Pacific Islander	Info not available
Restaurant Level:								
Hourly Employees	49.6%	28.5%	15.7%	2.9%	0.5%	2.5%	0.3%	16.9%
Managers (all levels)	66.0%	21.6%	6.8%	2.0%	0.2%	3.2%	0.2%	16.9%
Assistant Managers	56.4%	27.8%	10.1%	4.1%	0.2%	1.0%	0.0%	31.7%
General Managers	68.8%	22.0%	5.8%	1.9%	0.2%	1.1%	0.2%	28.3%
Corporate Office:								
Employees	78.6%	9.9%	8.2%	2.3%	0.0%	0.9%	0.1%	31.7%
Managers	82.3%	7.8%	5.3%	4.0%	0.0%	0.6%	0.0%	30.0%
Directors	87.7%	7.1%	2.2%	2.7%	0.0%	0.3%	0.0%	35.0%
Executives	92.2%	5.1%	1.7%	0.9%	0.1%	0.0%	0.0%	26.7%
Board Members	89.8%	3.7%	6.5%	0.0%	0.0%	0.0%	0.0%	53.3%

Limited service	White	Hispanic	African American	Asian	American Indian or Alaskan Native	Two or more races	Native Hawaiian or other Pacific Islander	Info not available
Restaurant Level:								
Hourly Employees	38.0%	30.5%	24.3%	2.7%	0.8%	3.1%	0.6%	16.7%
Managers (all levels)	62.6%	20.8%	11.5%	2.6%	0.3%	1.8%	0.4%	20.8%
Assistant Managers	51.8%	24.0%	19.1%	2.6%	0.4%	1.8%	0.3%	34.8%
General Managers	58.2%	26.2%	10.9%	2.9%	0.1%	1.2%	0.5%	30.4%
Corporate Office:								
Employees	78.3%	10.9%	8.8%	1.6%	0.0%	0.3%	0.1%	25.0%
Managers	81.6%	6.6%	7.6%	3.4%	0.1%	0.7%	0.0%	33.3%
Directors	89.3%	3.8%	3.8%	2.8%	0.0%	0.3%	0.0%	37.5%
Executives	91.4%	4.1%	3.6%	0.7%	0.2%	0.0%	0.0%	30.4%
Board Members	87.7%	1.3%	11.0%	0.0%	0.0%	0.0%	0.0%	62.5%

Full service	White	Hispanic	African American	Asian	American Indian or Alaskan Native	Two or more races	Native Hawaiian or other Pacific Islander	Info not available
Restaurant Level:								
Hourly Employees	56.1%	28.0%	10.5%	2.7%	0.3%	2.2%	0.2%	17.1%
Managers (all levels)	69.0%	23.0%	4.2%	1.7%	0.2%	1.8%	0.1%	14.3%
Assistant Managers	60.3%	30.7%	4.4%	4.0%	0.1%	0.4%	0.1%	32.4%
General Managers	74.8%	19.7%	3.0%	1.4%	0.2%	1.0%	0.0%	29.4%
Corporate Office:								
Employees	84.1%	8.7%	5.1%	1.5%	0.0%	0.6%	0.0%	39.4%
Managers	83.0%	8.9%	3.0%	4.6%	0.0%	0.4%	0.1%	32.3%
Directors	86.8%	9.2%	1.1%	2.6%	0.0%	0.3%	0.0%	36.4%
Executives	95.9%	3.1%	0.5%	0.5%	0.0%	0.0%	0.0%	27.3%
Board Members	91.3%	5.2%	3.5%	0.0%	0.0%	0.0%	0.0%	56.7%

Small companies	White	Hispanic	African American	Asian	American Indian or Alaskan Native	Two or more races	Native Hawaiian or other Pacific Islander	Info not available
Restaurant Level:								
Hourly Employees	59.2%	26.6%	8.3%	3.2%	0.2%	2.4%	0.1%	14.3%
Managers (all levels)	77.1%	18.5%	0.0%	0.1%	0.0%	4.3%	0.0%	9.5%
Assistant Managers	51.7%	38.2%	4.5%	5.5%	0.0%	0.0%	0.0%	31.6%
General Managers	73.4%	26.6%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7
Corporate Office:								
Employees	N/A	N/A	N/A	N/A	N/A	N/A	N/A	50.0%
Managers	91.7%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	38.9%
Directors	86.4%	10.0%	0.0%	3.6%	0.0%	0.0%	0.0%	44.4%
Executives	90.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	29.4%
Board Members	N/A	N/A	N/A	N/A	N/A	N/A	N/A	55.6%

Medium companies	White	Hispanic	African American	Asian	American Indian or Alaskan Native	Two or more races	Native Hawaiian or other Pacific Islander	Info not available
Restaurant Level:								
Hourly Employees	46.5%	33.7%	14.0%	2.6%	0.3%	2.6%	0.3%	17.6%
Managers (all levels)	62.9%	22.6%	8.0%	2.3%	0.1%	3.7%	0.2%	11.8%
Assistant Managers	60.4%	25.2%	8.9%	3.6%	0.0%	1.7%	0.2%	23.5%
General Managers	64.4%	21.9%	8.5%	1.7%	0.0%	2.2%	0.3%	29.4%
Corporate Office:								
Employees	81.5%	8.8%	6.9%	1.8%	0.0%	1.0%	0.0%	17.6%
Managers	79.4%	6.5%	6.3%	7.0%	0.0%	0.8%	0.0%	33.3%
Directors	89.0%	8.5%	1.4%	1.1%	0.0%	0.0%	0.0%	29.4%
Executives	98.9%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	23.5%
Board Members	95.8%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%	53.3%

Large companies	White	Hispanic	African American	Asian	American Indian or Alaskan Native	Two or more races	Native Hawaiian or other Pacific Islander	Info not available
Restaurant Level:								
Hourly Employees	42.5%	26.1%	24.5%	2.9%	0.9%	2.5%	0.6%	19.0%
Managers (all levels)	63.3%	19.5%	10.6%	3.9%	0.7%	1.5%	0.5%	28.6%
Assistant Managers	58.5%	19.5%	16.6%	3.1%	0.5%	1.4%	0.4%	42.9%
General Managers	67.2%	17.3%	9.5%	4.0%	0.5%	1.2%	0.3%	40.9%
Corporate Office:								
Employees	72.8%	12.4%	11.9%	1.8%	0.0%	1.0%	0.1%	31.8%
Managers	79.9%	8.2%	7.0%	4.0%	0.1%	0.7%	0.1%	27.3%
Directors	87.7%	4.6%	3.8%	3.2%	0.0%	0.7%	0.0%	36.4%
Executives	90.9%	4.4%	3.8%	0.6%	0.2%	0.1%	0.0%	31.8%
Board Members	82.0%	5.9%	12.1%	0.0%	0.0%	0.0%	0.0%	66.7%

What percentage of your employees belongs to each gender for the positions listed below?

Overall	Female	Male	Info not available
Restaurant Level:			
Hourly Employees	52%	48%	15%
Managers (all levels)	36%	64%	20%
Assistant Managers	42%	58%	29%
General Managers	29%	71%	27%
Corporate Office:			
Employees	70%	30%	32%
Managers	49%	51%	34%
Directors	31%	69%	32%
Executives	23%	77%	27%
Board Members	17%	83%	54%

Limited service	Female	Male	Info not available
Restaurant Level:			
Hourly Employees	57%	43%	13%
Managers (all levels)	44%	56%	26%
Assistant Managers	46%	54%	26%
General Managers	36%	64%	26%
Corporate Office:			
Employees	66%	34%	26%
Managers	55%	45%	26%
Directors	29%	71%	30%
Executives	30%	70%	26%
Board Members	17%	83%	57%

Full service	Female	Male	Info not available
Restaurant Level:			
Hourly Employees	49%	51%	17%
Managers (all levels)	32%	68%	17%
Assistant Managers	38%	62%	31%
General Managers	21%	79%	28%
Corporate Office:			
Employees	72%	28%	36%
Managers	42%	58%	39%
Directors	33%	67%	33%
Executives	19%	81%	28%
Board Members	17%	83%	53%

Small companies	Female	Male	Info not available
Restaurant Level:			
Hourly Employees	51%	49%	10%
Managers (all levels)	38%	62%	10%
Assistant Managers	44%	56%	19%
General Managers	26%	74%	14%
Corporate Office:			
Employees	71%	29%	38%
Managers	63%	38%	33%
Directors	44%	56%	33%
Executives	36%	64%	29%
Board Members	N/A	N/A	48%

Medium companies	Female	Male	Info not available
Restaurant Level:			
Hourly Employees	50%	50%	18%
Managers (all levels)	30%	70%	18%
Assistant Managers	34%	66%	18%
General Managers	24%	76%	24%
Corporate Office:			
Employees	69%	31%	18%
Managers	43%	57%	29%
Directors	26%	74%	24%
Executives	17%	83%	18%
Board Members	12%	88%	47%

Large companies	Female	Male	Info not available
Restaurant Level:			
Hourly Employees	55%	45%	18%
Managers (all levels)	45%	55%	32%
Assistant Managers	47%	53%	45%
General Managers	38%	62%	41%
Corporate Office:			
Employees	70%	30%	36%
Managers	46%	54%	36%
Directors	33%	67%	36%
Executives	27%	73%	32%
Board Members	15%	85%	64%

For each of the departments listed below, please enter the percentage of employees by position level that corresponds with each of the racial/ethnic diversity categories shown as well as the percentage of female employees by position level in that department.

HR Department

Overall	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	8%	12%	3%	68%
Managers	7%	3%	0%	79%
Directors	3%	1%	0%	63%
VPs	1%	1%	3%	24%

Limited service	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	10%	15%	8%	70%
Managers	9%	3%	0%	80%
Directors	4%	0%	0%	49%
VPs	11%	10%	11%	28%

Full service	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	7%	9%	3%	67%
Managers	1%	2%	0%	78%
Directors	2%	2%	0%	78%
VPs	0%	2%	0%	19%

Small companies	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	0%	N/A	N/A	N/A
Managers	0%	N/A	N/A	67%
Directors	0%	N/A	N/A	N/A
VPs	N/A	N/A	N/A	N/A

Medium companies	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	4%	13%	13%	77%
Managers	13%	0%	6%	86%
Directors	0%	0%	11%	67%
VPs	0%	0%	13%	0%

Large companies	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	15%	15%	3%	67%
Managers	6%	5%	1%	84%
Directors	8%	2%	0%	59%
VPs	17%	2%	0%	49%

Finance Department

Overall	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	6%	3%	3%	64%
Managers	2%	3%	6%	55%
Directors	0%	0%	2%	34%
VPs	0%	1%	1%	27%

Limited service	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	15%	2%	3%	56%
Managers	0%	6%	2%	60%
Directors	0%	0%	12%	33%
VPs	0%	0%	0%	19%

Full service	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	5%	3%	3%	70%
Managers	11%	3%	13%	50%
Directors	2%	0%	0%	35%
VPs	2%	2%	2%	37%

Small companies	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	0%	N/A	N/A	65%
Managers	0%	4%	0%	32%
Directors	N/A	N/A	N/A	50%
VPs	N/A	N/A	N/A	47%

Medium companies	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	16%	7%	2%	67%
Managers	17%	6%	28%	67%
Directors	0%	0%	17%	28%
VPs	0%	0%	11%	20%

Large companies	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	9%	4%	5%	60%
Managers	2%	4%	3%	58%
Directors	2%	0%	3%	32%
VPs	3%	2%	2%	22%

Marketing Department

Overall	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	5%	4%	2%	78%
Managers	1%	2%	8%	59%
Directors	0%	4%	2%	76%
VPs	0%	18%	0%	42%

Limited service	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	11%	4%	10%	76%
Managers	2%	3%	26%	73%
Directors	1%	1%	12%	72%
VPs	0%	10%	13%	60%

Full service	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	4%	8%	0%	80%
Managers	0%	1%	1%	50%
Directors	0%	17%	3%	80%
VPs	0%	25%	0%	27%

Small companies	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	N/A	N/A	N/A	N/A
Managers	N/A	N/A	N/A	N/A
Directors	N/A	N/A	N/A	N/A
VPs	N/A	N/A	N/A	N/A

Medium companies	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	7%	7%	7%	100%
Managers	1%	0%	18%	61%
Directors	0%	0%	14%	95%
VPs	0%	0%	20%	29%

Large companies	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	9%	7%	4%	74%
Managers	4%	4%	11%	54%
Directors	1%	7%	3%	57%
VPs	0%	20%	0%	56%

Supply Chain Management Department

Overall	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	N/A	N/A	N/A	N/A
Managers	4%	9%	0%	49%
Directors	0%	1%	12%	28%
VPs	N/A	N/A	N/A	N/A

Limited service	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	N/A	N/A	N/A	N/A
Managers	4%	4%	10%	48%
Directors	4%	0%	13%	30%
VPs	N/A	N/A	N/A	N/A

Full service	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	N/A	N/A	N/A	N/A
Managers	25%	31%	N/A	49%
Directors	N/A	N/A	N/A	26%
VPs	N/A	N/A	N/A	N/A

Small companies	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	N/A	N/A	N/A	N/A
Managers	N/A	N/A	N/A	N/A
Directors	N/A	N/A	N/A	N/A
VPs	N/A	N/A	N/A	N/A

Medium companies	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	N/A	N/A	N/A	N/A
Managers	5%	8%	18%	44%
Directors	N/A	N/A	N/A	N/A
VPs	N/A	N/A	N/A	N/A

Large companies	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	N/A	N/A	N/A	N/A
Managers	17%	4%	0%	51%
Directors	4%	1%	1%	37%
VPs	N/A	0%	N/A	N/A

IT Department

Overall	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	3%	6%	4%	21%
Managers	2%	7%	4%	26%
Directors	0%	0%	5%	21%
VPs	0%	N/A	N/A	21%

Limited service	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	7%	5%	17%	20%
Managers	7%	5%	15%	25%
Directors	1%	1%	13%	16%
VPs	0%	N/A	N/A	23%

Full service	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	3%	18%	3%	28%
Managers	2%	22%	3%	26%
Directors	0%	13%	8%	27%
VPs	0%	N/A	N/A	19%

Small companies	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	N/A	N/A	N/A	N/A
Managers	N/A	N/A	N/A	N/A
Directors	N/A	N/A	N/A	N/A
VPs	N/A	N/A	N/A	N/A

Medium companies	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	2%	9%	17%	10%
Managers	0%	7%	17%	6%
Directors	0%	13%	14%	13%
VPs	N/A	N/A	N/A	19%

Large companies	% African American	% Hispanic	% Other racial minorities	% Female
Professional (non-mgmt)	8%	4%	6%	30%
Managers	9%	6%	8%	33%
Directors	1%	1%	8%	26%
VPs	0%	N/A	N/A	23%

Do you have a vendor/supplier diversity program?

Dining Segment	Overall	Limited	Full
Yes	19%	27%	14%
No	81%	73%	86%

Company Size	Small	Medium	Large
Yes	5%	12%	38%
No	95%	88%	62%

Do you have an ethnic marketing program?

Dining Segment	Overall	Limited	Full
Yes	29%	38%	22%
No	71%	62%	78%

Company Size	Small	Medium	Large
Yes	10%	24%	50%
No	90%	76%	50%

If yes, do you retain a minority owned/multicultural agency for these services?

Dining Segment	Overall	Limited	Full
Yes	33%	38%	29%
No	67%	62%	71%

Company Size	Small	Medium	Large
Yes	N/A	N/A	56%
No	N/A	N/A	44%

Does your company conduct diversity training for any of these position levels?

	Overall		Limited service		Full service	
	Yes	No	Yes	No	Yes	No
Senior Management	36%	64%	52%	48%	26%	74%
Other corporate office employees	39%	61%	60%	40%	26%	74%
Restaurant managers	56%	44%	71%	29%	47%	53%
Restaurant hourly employees	37%	63%	60%	40%	24%	76%

	Small companies		Medium companies		Large companies	
	Yes	No	Yes	No	Yes	No
Senior Management	21%	79%	24%	76%	65%	35%
Other corporate office employees	21%	79%	35%	65%	63%	37%
Restaurant managers	40%	60%	59%	41%	74%	26%
Restaurant hourly employees	32%	68%	29%	71%	47%	53%

If yes, how often do you offer diversity training for these position levels (check all that apply)?

Overall	Part of new hire training	Once a year	Less than once a year	Other
Senior Management	50%	55%	10%	10%
Other corporate office employees	48%	48%	14%	24%
Restaurant managers	55%	42%	13%	10%
Restaurant hourly employees	70%	30%	10%	5%

Limited service	Part of new hire training	Once a year	Less than once a year	Other
Senior Management	45%	45%	18%	9%
Other corporate office employees	50%	33%	17%	25%
Restaurant managers	60%	40%	13%	7%
Restaurant hourly employees	67%	17%	17%	8%

Full service	Part of new hire training	Once a year	Less than once a year	Other
Senior Management	56%	67%	0%	11%
Other corporate office employees	44%	67%	11%	22%
Restaurant managers	50%	44%	13%	13%
Restaurant hourly employees	75%	50%	0%	0%

Small companies	Part of new hire training	Once a year	Less than once a year	Other
Senior Management	N/A	N/A	N/A	N/A
Other corporate office employees	N/A	N/A	N/A	N/A
Restaurant managers	50%	38%	25%	0%
Restaurant hourly employees	67%	0%	17%	0%

Medium companies	Part of new hire training	Once a year	Less than once a year	Other
Senior Management	N/A	N/A	N/A	N/A
Other corporate office employees	33%	67%	0%	17%
Restaurant managers	40%	40%	0%	30%
Restaurant hourly employees	60%	60%	0%	20%

Large companies	Part of new hire training	Once a year	Less than once a year	Other
Senior Management	46%	54%	15%	15%
Other corporate office employees	58%	50%	17%	17%
Restaurant managers	64%	50%	14%	0%
Restaurant hourly employees	78%	33%	11%	0%

Survey Participants

Limited service (24 participants)	Full service (36 participants)
ADF Companies	2Fish Restaurant
Boston Market	American Blue Ribbon Holdings
Burger Buds, Inc.	Applebee's Services, Inc.
CapitalSpring	Bloomin Brands, Inc.
Checkers Drive-In Restaurants, Inc.	Brinker International
Chipotle Mexican Grill	Buffalo Wild Wings
Corner Bakery Café	Charlie Parker's Diner
Ernies Coffee Shop	Colombo's Italian Steakhouse
Howley Bread Group, Ltd.	Cooper's Hawk Winery and Restaurants
Jason's Deli	Darden Restaurants
McDonald's Corporation	Denny's
Mitra QSR KNE	First Watch Restaurants
Panera Bread Company	Global Dining Inc. of CA
Plum Dandy Yogurt	Ignite Restaurant Group, Inc.
Popeyes Louisiana Kitchen, Inc.	Indian River Colony Club
R & D Restaurants, Inc.	Iron Hill Brewery & Restaurant
Raising Cane's Chicken Fingers	Ivar's Restaurants
Sonic Drive-In	Keso Mexican Grill
SPG Management, LLC	Krazy Jake's
The Wendy's Company	Lazy Dog Restaurant & Bar
Tijuana Flats Burrito Co.	Legal Sea Foods, LLC
White Castle	Mongolian Operating Company
YUM! Brands, Inc.	Movie Tavern
Zoes Kitchen	Mr. Stax, Inc.
	Oliver or Twist
	PBRomas, Inc.
	Perkins & Marie Callender's, LLC
	Ranchman's
	Red Robin
	Rosati's Pizza
	Saturn Café
	Silver Diner, Inc.
	Smokey Bones
	TGI Fridays
	The Common Man Group
	TresLocos

About People Report

Today the People Report community connects employees from the "dishroom to the boardroom," and provides the relevant workforce analytics that drive best in class performance.

In 1995, an imaginative and committed group of human resource and operating executives from five leading restaurant chains agreed to "share" and, more importantly, to "benchmark" the key human resource metrics and workforce trends that were so critical to success and profitability.

In response, Joni Thomas Doolin and a small team of analysts and human resource executives designed and launched the survey that became the foundation for the People Report consortium. Regularly featured in industry publications such as Nation's Restaurant News, this consortium covers five distinct segments and includes over 100 brands and 1 million plus employees. Recognized by the industry as a savvy and trusted research partner, People Report has evolved throughout a period of increasingly competitive business cycles to provide the information, insight and best practices that members need to grow and thrive.

People Report is a TDn2K company. TDn2K (Transforming Data into Knowledge) is also the parent company of Black Box Intelligence and White Box Social Intelligence. Black Box Intelligence provides weekly financial and market level data for the restaurant industry. White Box Social Intelligence, currently in beta, will deliver unparalleled consumer insights and reveal online brand health. Together they report on over 34,000 restaurant units, one million employees and 40 billion dollars in sales. They are also the producers of two leading restaurant industry conferences: Summer Brand Camp and the Global Best Practices Conference each held annually in Dallas, Texas. For more information visit www.tdn2k.com

About MFHA

MFHA is an educational nonprofit that helps individuals and organizations build their Cultural Intelligence to deliver better business results.

MFHA delivers multicultural solutions that help raise the topline, improve the bottom-line and build brand value for our member companies.

Whom We Serve

Members and the Industry

Our Approach

"Build culturally intelligent brands and leaders"

Where We Add Value

Our solutions focus on four key audiences:

1. Workforce: attracting, retaining & developing diverse talent
2. Customers: selling and marketing to multicultural markets
3. Community: building relationships that add brand value
4. Suppliers: attracting diverse suppliers & franchisees

How We Help Members

1. Raise the Topline
Sell, Market and Serve Multicultural Markets
2. Improve the Bottom-line
Attract, Engage & Develop Multicultural Talent
3. Build Brand Value
Establish Culturally Authentic Community Connections