

Workplace Inclusion in the U.S. Golf Industry

Survey Results Industry-wide | October 2021

Prepared by:



Sponsored by:

American Golf Industry Coalition





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CONTEXT

Commitment to creating more inclusive workplaces in the golf industry

The Diversity, Equity & Inclusion Golf Industry Collaboration – Human Resources (HR) Work Group was formed in 2020 as part of a strategic commitment to advance diversity, equity and inclusion (DEI) in golf. The group’s leaders – senior HR executives representing governing bodies, manufacturers, golf course operators, and other stakeholders – are charged with developing HR policies and programs to help the industry more effectively promote, attract, and retain talent from diverse backgrounds.

As part of these efforts, the Work Group supported a survey to better understand the experiences and perspectives of the golf industry’s workforce and leverage insights to develop sustainable strategies to reach new pools of talent that are currently underrepresented in the industry.

This report presents results from the workplace inclusion survey. Fourteen reports were prepared: 1 overall and 13 organization-specific. The overall report includes full results and breakdowns by demographic groups. The organization-specific reports include overall results across all participants from a single organization, compared to the overall results. These reports were prepared for each organization that had 50 or more employees participate in the survey.

Survey:

Workplace Inclusion in the US Golf Industry



**SURVEY CONDUCTED IN
SEPTEMBER 2021**

2,363

PARTICIPANTS

People working in the U.S. golf industry

35

ORGANIZATIONS

Wide representation across the industry

63%

AGREE THAT

My organization has a diverse workforce today



Thank you to the participating organizations and employees:

**Acushnet
Adidas Golf
AGA
American Junior Golf
Association
ASGCA (Architects)
Bridgestone Golf
Buffalo Groupe
CAA
CBS Sports
Cleveland/Srixon
ClubCorp
COBRA PUMA GOLF
EZGO
First Tee
Folds of Honor
GCBA (Builders)
GCSAA**

**Golf Channel
Golf Genius
Golf Pride
GOLFTEC
Great Golf Resorts of the World
LPGA
National Golf Foundation
NGCOA
Nike
PGA of America
PGA Sections
PGA TOUR
TaylorMade
TROON
USGA
Western Golf Association
Youth on Course**

Note. At least one additional organization participated but was not identified by name.

METHODS: SURVEY CATEGORIES AND ITEMS

Categories. The survey included 28 items about workplace topics. Items that were highly correlated were assigned to categories. As a result, 23 of the workplace items were divided into 4 categories: Opportunities, Inclusion, Accountability, and DEI Leadership.

OPPORTUNITIES

- I get useful feedback that helps me do my job to the best of my ability.
- In my organization, decisions about work assignments are made in a way that is fair.
- In my organization, decisions about promotions are made in a way that is fair.
- The process for career advancement/promotion is transparent to all employees.
- I believe I am compensated fairly compared to my peers.
- I have opportunities to share my perspective about decisions that affect my work.

INCLUSION

- I feel comfortable being myself at work.
- Getting to know people with backgrounds different from my own has been easy at this organization.
- My supervisor treats me like a valued member of the team.
- My coworkers treat me like a valued member of the team.
- I have a least one supervisor or leader that I trust and can talk to about any concerns I have at work.
- I have a least one coworker that I trust and can talk to about any concerns I have at work.
- I would recommend my organization to others as a great place to work.

ACCOUNTABILITY

- Consequences for poor performance are reasonable, no matter who you are.
- Consequences for mistreating others are reasonable, no matter who you are.

DIVERSITY, EQUITY, & INCLUSION (DEI) LEADERSHIP

- My organization has done a good job providing education programs that promote diversity, equity, and inclusion in our workplace.
- I believe that my organization has a diverse workforce today.
- I believe that my organization has an inclusive culture today.
- Leaders at my organization work well with employees of different backgrounds.
- My organization supports equal opportunities for all people.
- At the highest levels of my organization's leadership team, I see people similar to me in ways that I care about.
- Leaders in my organization communicate commitment to diversity and inclusion with the things they say.
- Leaders in my organization demonstrate commitment to diversity and inclusion with the things they do.

Single Items. The remaining workplace items did not fit well into any category. Results for these 5 items are shown individually.

- I believe that diversity, equity, and inclusion should be treated as high priorities in this organization.
- At this time, my organization is focusing too much on diversity, equity, and inclusion.
- While working here, I have experienced someone treating me in a way that I believe was biased or inequitable.
- While working here, I have witnessed someone behaving in a way that I believe was biased or inequitable.
- Do you feel comfortable reporting conduct you believe is biased or inequitable through the process your organization currently has in place?

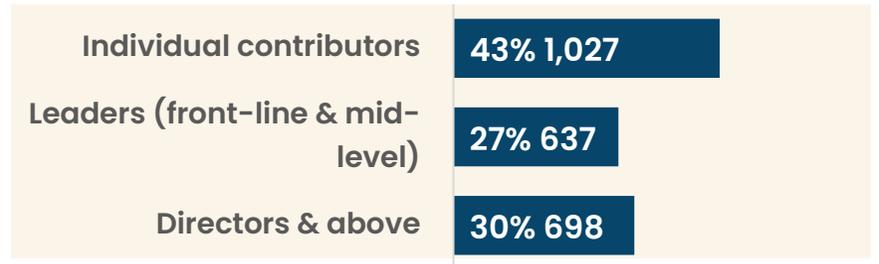
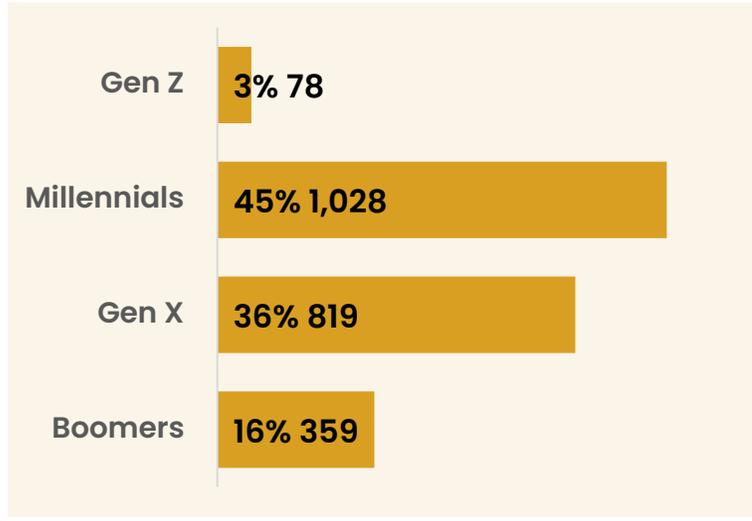
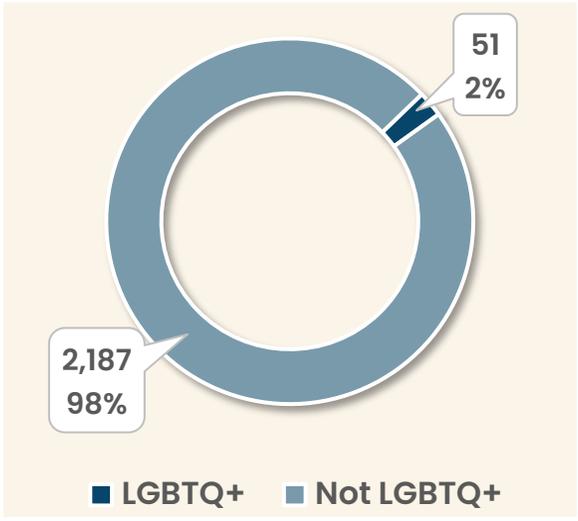
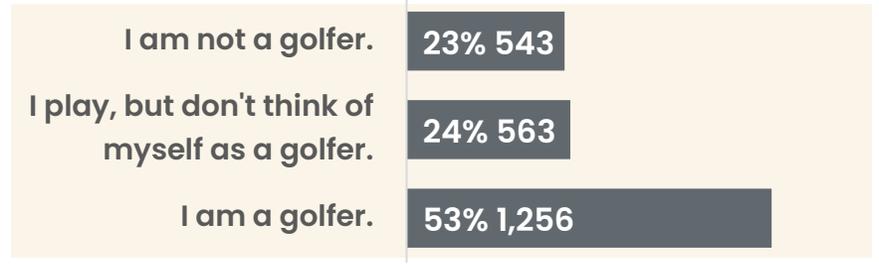
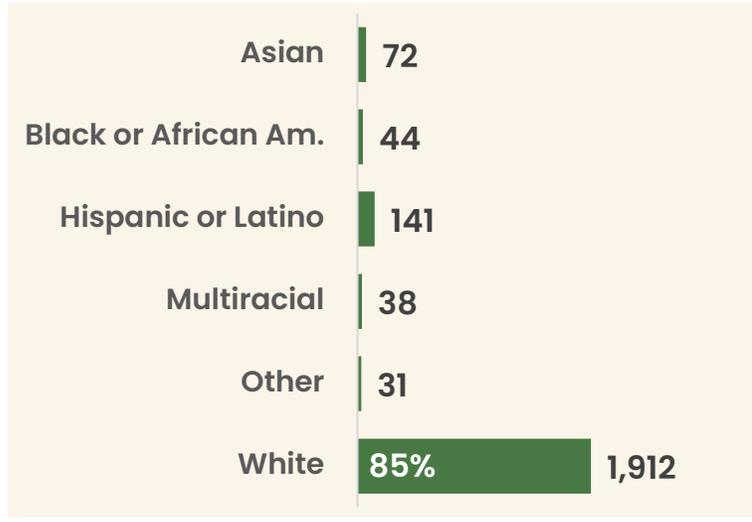
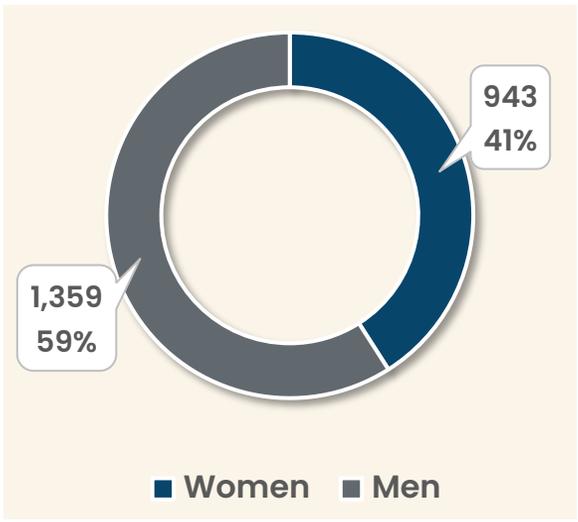
Total Results Across the Golf Industry

- Participants rated workplace inclusion quite high, 93% on average. It's important to keep in mind, however, that the industry is quite homogenous on some dimensions of diversity. For example, majorities of participants were white (85%), male (59%), and not-LGBTQ+ (98%).
- Within the past year, 15% of participants have been treated in a way they believe was biased or inequitable at work. Only 63% feel comfortable reporting such behavior.
- 25% of participants believe that their organizations are currently focusing too much on DEI. This suggests some resistance, as well as opportunities for organizations to better communicate the business case and concrete expectations related to DEI.

KEY
INSIGHTS



DEMOGRAPHICS: ALL GOLF INDUSTRY PARTICIPANTS

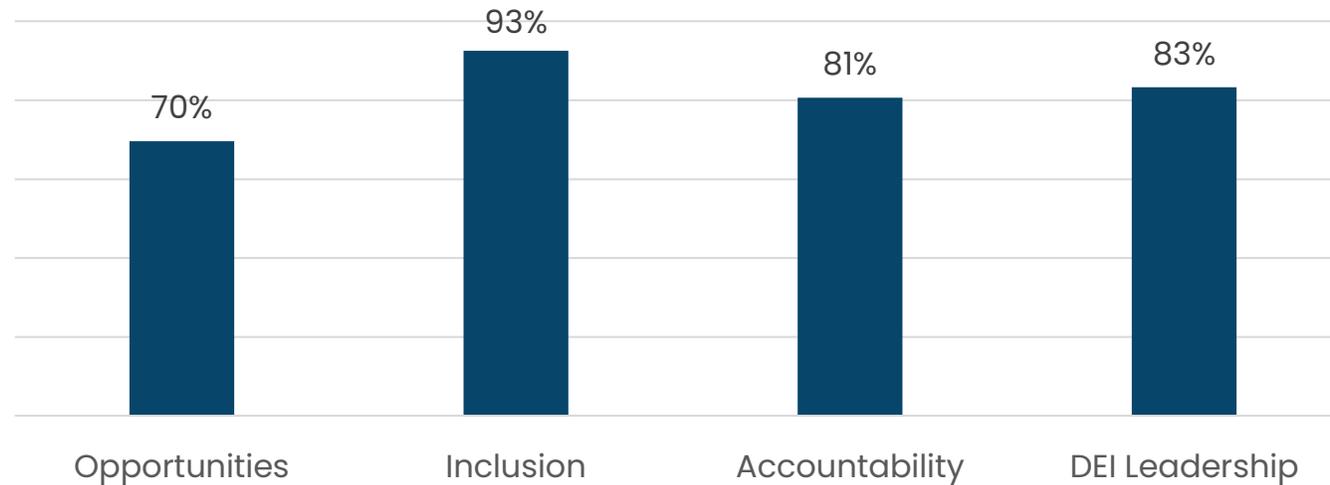


2,363
total participants

Employed at
35
organizations

Methodology Notes. Breakout results are not reported for groups with <10 total participants. Based on this small-N rule: (a) By-gender results are not shown for the Non-binary group. (b) The following race/ethnic groups were combined as "Other": American Indian, Alaska Native, Native Hawaiian, Pacific Islander, and Other race/ethnicity. Participants who chose not to self-identify on one or more dimensions were excluded from analyses for the dimension(s) that they chose not to self-identify.

Percent Favorable Category Scores



Methodology notes.

Average N across categories = 2,313. Sample sizes vary across items and categories because participants sometimes skipped items. Favorable responses = *Always* or *Most of the time* & *Strongly agree* or *Agree*. Unfavorable responses = *Sometimes* or *Rarely or never* & *Disagree* or *Strongly disagree*.

Industry-wide, **Inclusion** was the highest-rated category at 93% favorable. Most participants agreed that they feel welcome, valued, and connected to others at work.

The next-highest scores were for **DEI Leadership** (83%) and **Accountability** (81%). The DEI Leadership category asked participants to evaluate how well their organizations and leadership are supporting a diverse and inclusive workforce today. The Accountability category asked about consistency in consequences for job performance and behavior towards others.

Opportunities was the lowest-rated category at 70% favorable. This category addressed topics such as access to feedback and decision-making; and fairness regarding work assignments, compensation, and advancement opportunities.

Percent Favorable Scores by Category and Item

Category / Item	Result	% Favorable Total N = 2,363	Gap (this item – average of all items)
Opportunities		69.6%	
I get useful feedback that helps me do my job to the best of my ability.	↘	70.3%	-8.3%
In my organization, decisions about work assignments are made in a way that is fair.	→	79.2%	0.6%
In my organization, decisions about promotions are made in a way that is fair.	↘	58.9%	-19.6%
The process for career advancement/promotion is transparent to all employees.	↘	54.3%	-24.2%
I believe I am compensated fairly compared to my peers.	↘	68.2%	-10.3%
I have opportunities to share my perspective about decisions that affect my work.	↗	86.8%	8.2%
Inclusion		92.5%	
I feel comfortable being myself at work.	↗	91.5%	12.9%
Getting to know people with backgrounds different from my own has been easy at this organization.	↗	86.7%	8.1%
My supervisor treats me like a valued member of the team.	↗	94.6%	16.1%
My coworkers treat me like a valued member of the team.	↗	96.3%	17.7%
I have a least one supervisor or leader that I trust and can talk to about any concerns I have at work.	↗	90.9%	12.3%
I have a least one coworker that I trust and can talk to about any concerns I have at work.	↗	95.9%	17.3%
I would recommend my organization to others as a great place to work.	↗	92.0%	13.4%

The average score across all survey items was 78.5% favorable

Result Key	
↗	Item more favorable than average by ≥5 percentage points
→	Difference <5 percentage points
↘	Item less favorable than average by ≥5 percentage points

Percent Favorable Scores by Category and Item

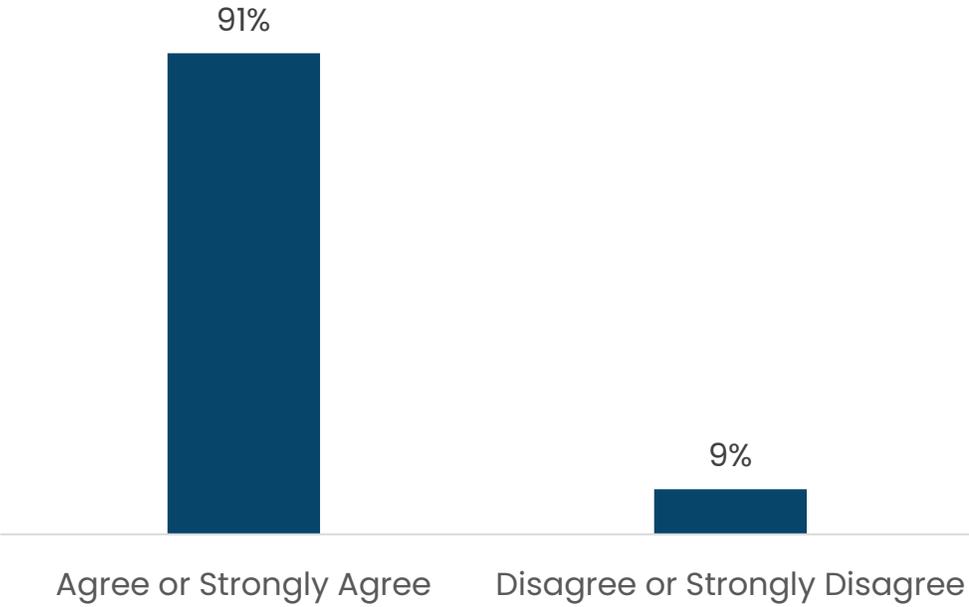
Category / Item	Result	% Favorable Total N = 2,363	Gap (this item – average of all items)
Accountability		80.6%	
Consequences for poor performance are reasonable, no matter who you are.	→	78.0%	-0.6%
Consequences for mistreating others are reasonable, no matter who you are.	→	83.2%	4.7%
DEI Leadership		83.3%	
My organization has done a good job providing education programs that promote diversity, equity, and inclusion in our workplace.	↗	84.2%	5.6%
I believe that my organization has a diverse workforce today.	↘	62.9%	-15.6%
I believe that my organization has an inclusive culture today.	↗	85.4%	6.9%
Leaders at my organization work well with employees of different backgrounds.	↗	92.2%	13.7%
My organization supports equal opportunities for all people.	↗	89.0%	10.4%
At the highest levels of my organization's leadership team, I see people similar to me in ways that I care about.	→	78.6%	0.0%
Leaders in my organization communicate commitment to diversity and inclusion with the things they say.	↗	91.3%	12.8%
Leaders in my organization demonstrate commitment to diversity and inclusion with the things they do.	→	82.5%	3.9%

The average score across all survey items was 78.5% favorable

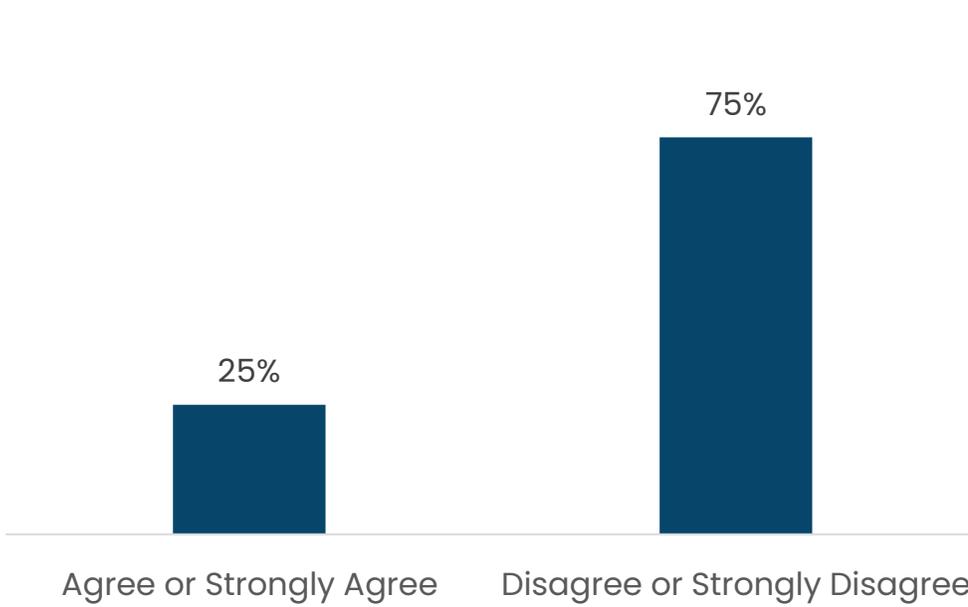
Result Key	
↗	Item more favorable than average by ≥5 percentage points
→	Difference <5 percentage points
↘	Item less favorable than average by ≥5 percentage points

Single Items*

I believe that diversity, equity, and inclusion should be treated as high priorities in this organization. (N = 2,285)



At this time, my organization is focusing too much on diversity, equity, and inclusion. (N = 2,276)

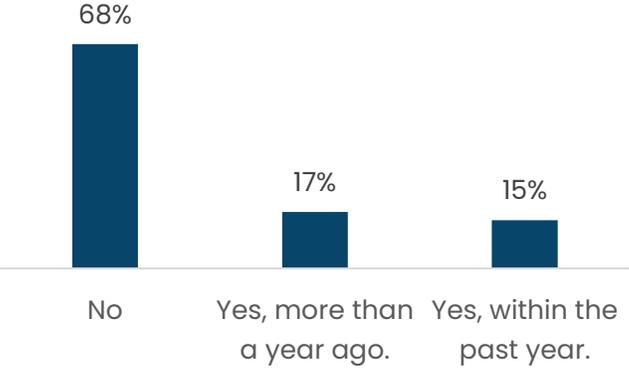


* "Single Items" refer to the 5 survey items that are not included in any of the Category scores.

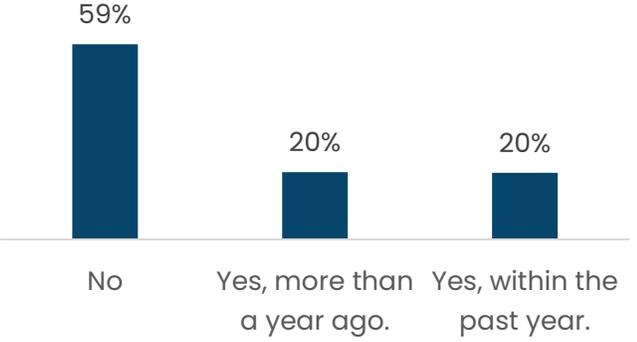
91% of participants agree that diversity, equity, and inclusion (DEI) should be treated as high priorities in their organization. At the same time, 25% believe that their organizations are focusing too much on DEI. This result suggests that there is some resistance to DEI, along with possible opportunities to better communicate the business case and concrete expectations related to DEI goals and efforts.

Single Items

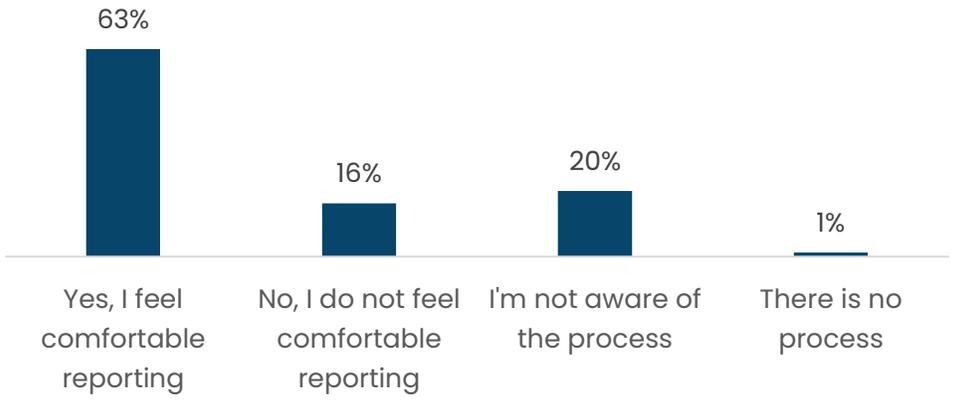
While working here, I have experienced someone treating me in a way that I believe was biased or inequitable. (N = 2,338)



While working here, I have witnessed someone behaving in a way that I believe was biased or inequitable. (N = 2,338)



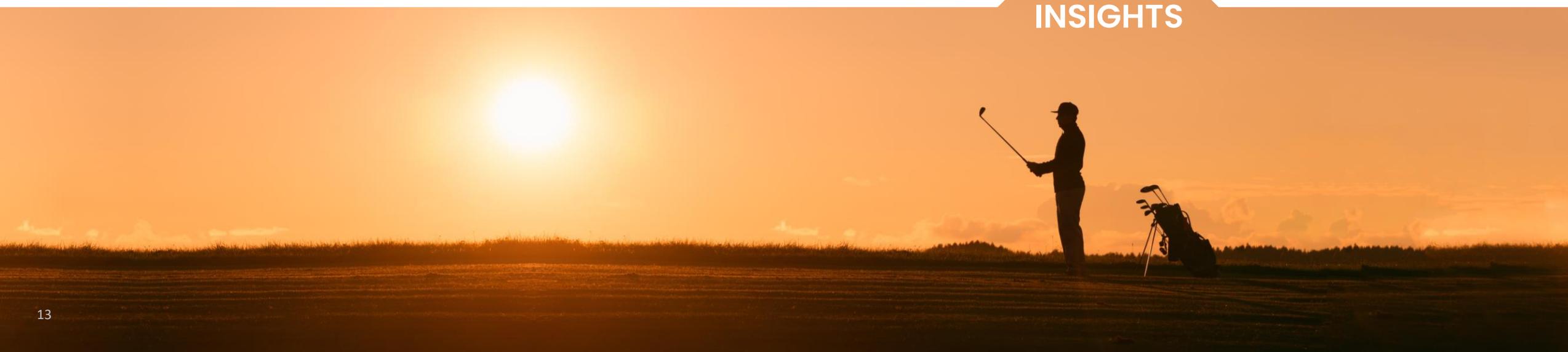
Do you feel comfortable reporting conduct you believe is biased or inequitable through the process your organization currently has in place? (N = 2,320)



Within the past year, 15% of participants have been treated in a way they believe was biased or inequitable, and 20% have witnessed this kind of behavior at work. Only 63% feel comfortable reporting conduct they believe is biased or inequitable. These results suggest opportunities to address behaviors that are not aligned with the organization's values, including increased accountability and creating an environment where people feel safe to report bad behavior.

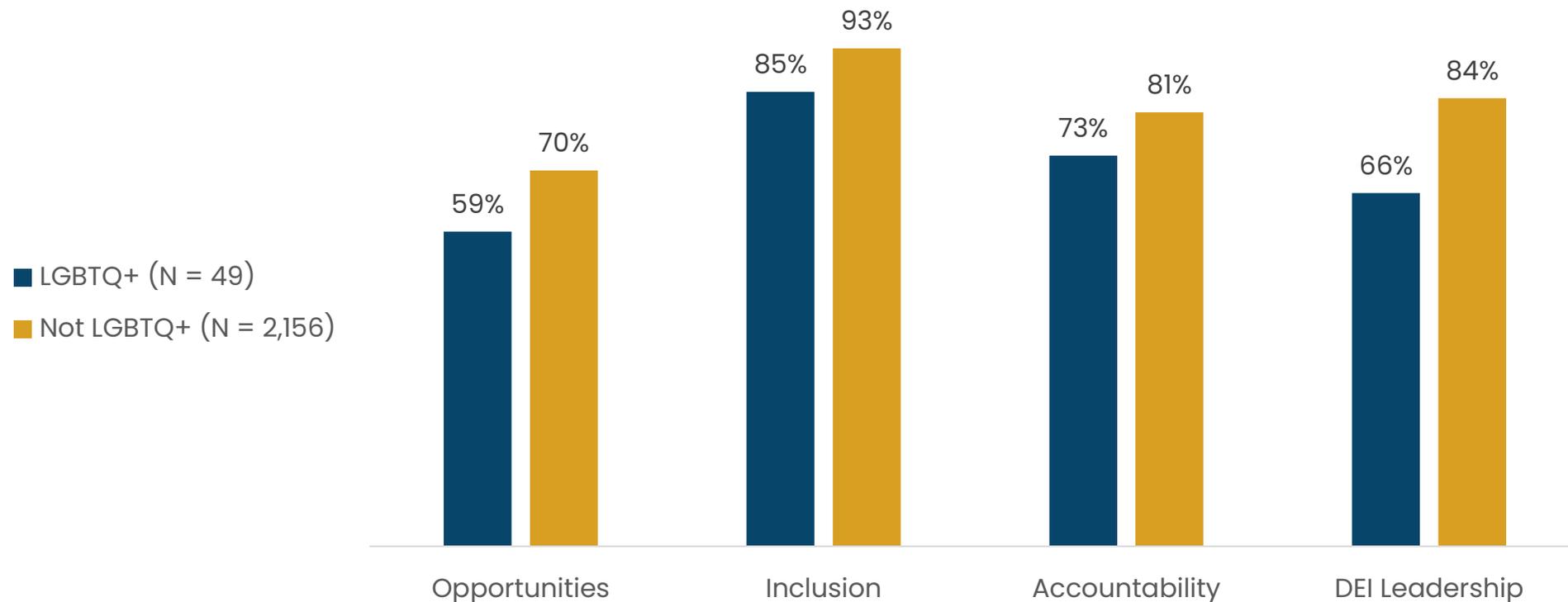
Results by LGBTQ+ Identity

- LGBTQ+ people working in the golf industry experience many barriers to equity and inclusion in their workplaces. LGBTQ+ participants rated every survey item less favorably compared to their peers, and had larger gaps than any other group by race, gender, or any other characteristic.
- 62% of LGBTQ+ participants agreed that leaders in their organizations demonstrate commitment to diversity and inclusion with the things they do – 21 percentage points lower than their non-LGBTQ+ peers.
- LGBTQ+ participants were more than twice as likely to say that, within the past year working in the golf industry, they have been treated in a way they believe was biased or inequitable (31% vs. 14% of non-LGBTQ+).
- Only 45% of LGBTQ+ participants feel comfortable reporting conduct they believe is biased or inequitable.



KEY
INSIGHTS

Percent Favorable Category Scores



Methodology notes. Favorable responses = *Always or Most of the time & Strongly agree or Agree*. Unfavorable responses = *Sometimes or Rarely or never & Disagree or Strongly disagree*.

LGBTQ+ participants had lower average scores in every category, compared to those who do not identify as LGBTQ+. DEI Leadership had the largest gap.

Across all demographic characteristics studied, LGBTQ+ was the group with the largest gaps. Average gaps were bigger for LGBTQ+ employees than for any other group by race, gender, age, role, or how I feel about golf.

Percent Favorable Scores by Category and Item

Category / Item	Result	% Favorable LGBTQ+ N = 50	% Favorable Not LGBTQ+ N = 2,156	Gap
Opportunities	↘	58.8%	70.2%	-11.4%
I get useful feedback that helps me do my job to the best of my ability.	→	68.6%	70.6%	-2.0%
In my organization, decisions about work assignments are made in a way that is fair.	↘	74.5%	79.9%	-5.4%
In my organization, decisions about promotions are made in a way that is fair.	↘	37.3%	59.9%	-22.7%
The process for career advancement/promotion is transparent to all employees.	↘	43.1%	54.6%	-11.5%
I believe I am compensated fairly compared to my peers.	↘	51.0%	69.0%	-18.1%
I have opportunities to share my perspective about decisions that affect my work.	↘	78.4%	87.4%	-9.0%
Inclusion	↘	84.9%	93.0%	-8.1%
I feel comfortable being myself at work.	↘	82.4%	92.4%	-10.1%
Getting to know people with backgrounds different from my own has been easy at this organization.	↘	76.5%	86.9%	-10.4%
My supervisor treats me like a valued member of the team.	→	90.2%	95.1%	-4.9%
My coworkers treat me like a valued member of the team.	↘	88.2%	96.6%	-8.3%
I have a least one supervisor or leader that I trust and can talk to about any concerns I have at work.	↘	85.7%	91.2%	-5.5%
I have a least one coworker that I trust and can talk to about any concerns I have at work.	↘	87.8%	96.1%	-8.4%
I would recommend my organization to others as a great place to work.	↘	83.7%	92.6%	-8.9%

Result Key	
↗	LGBTQ+ more favorable than Not by ≥5 percentage points
→	Difference <5 percentage points
↘	LGBTQ+ less favorable than Not by ≥5 percentage points

Percent Favorable Scores by Category and Item

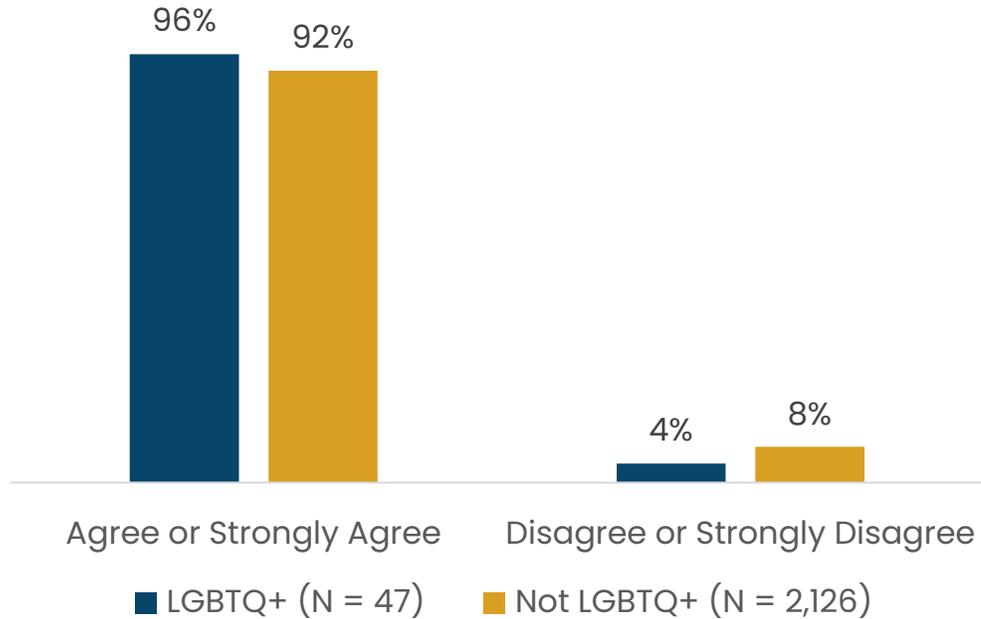
Category / Item	Result	% Favorable LGBTQ+ N = 50	% Favorable Not LGBTQ+ N = 2,156	Gap
Accountability	↘	73.0%	81.1%	-8.1%
Consequences for poor performance are reasonable, no matter who you are.	↘	70.0%	78.4%	-8.4%
Consequences for mistreating others are reasonable, no matter who you are.	↘	76.0%	83.9%	-7.9%
DEI Leadership	↘	66.0%	83.7%	-17.8%
My organization has done a good job providing education programs that promote diversity, equity, and inclusion in our workplace.	↘	70.2%	84.6%	-14.4%
I believe that my organization has a diverse workforce today.	↘	44.7%	63.0%	-18.3%
I believe that my organization has an inclusive culture today.	↘	70.2%	85.8%	-15.6%
Leaders at my organization work well with employees of different backgrounds.	↘	78.7%	92.7%	-13.9%
My organization supports equal opportunities for all people.	↘	76.6%	89.5%	-12.9%
At the highest levels of my organization's leadership team, I see people similar to me in ways that I care about.	↘	48.9%	79.4%	-30.4%
Leaders in my organization communicate commitment to diversity and inclusion with the things they say.	↘	76.6%	91.8%	-15.2%
Leaders in my organization demonstrate commitment to diversity and inclusion with the things they do.	↘	61.7%	83.3%	-21.6%

Result Key	
↗	LGBTQ+ more favorable than Not by ≥5 percentage points
→	Difference <5 percentage points
↘	LGBTQ+ less favorable than Not by ≥5 percentage points

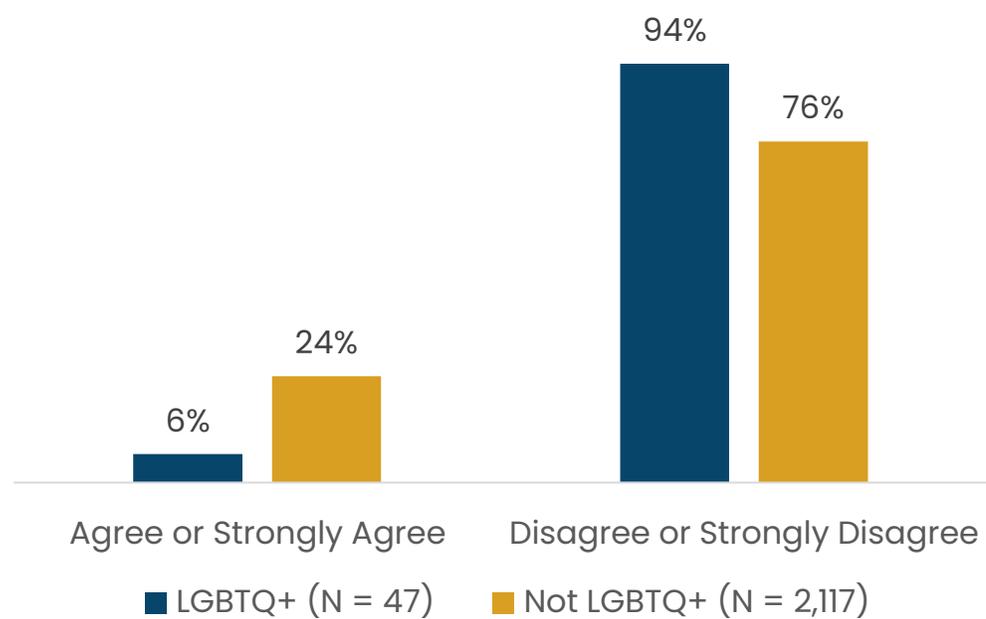


Single Items*

I believe that diversity, equity, and inclusion should be treated as high priorities in this organization.



At this time, my organization is focusing too much on diversity, equity, and inclusion.



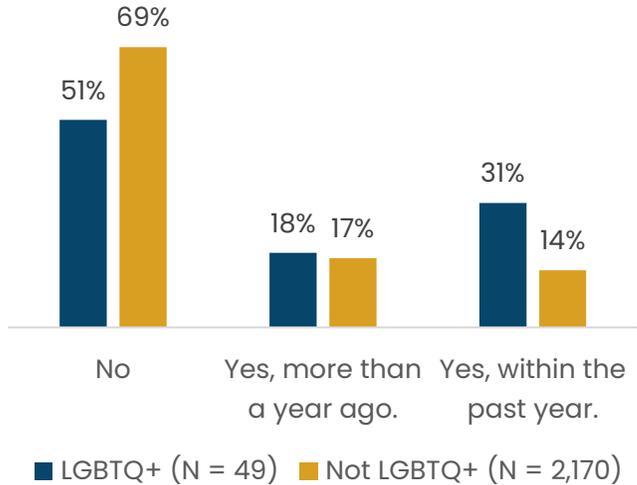
* "Single Items" refer to the 5 survey items that are not included in any of the Category scores.

Over 90% of participants agree that diversity, equity, and inclusion (DEI) should be treated as high priorities. At the same time, 24% of the Not LGBTQ+ group believe that their organizations are focusing too much on DEI, compared to just 6% of the LGBTQ+ group. This result suggests some resistance or lack of understanding of DEI, especially among members of traditionally advantaged groups.

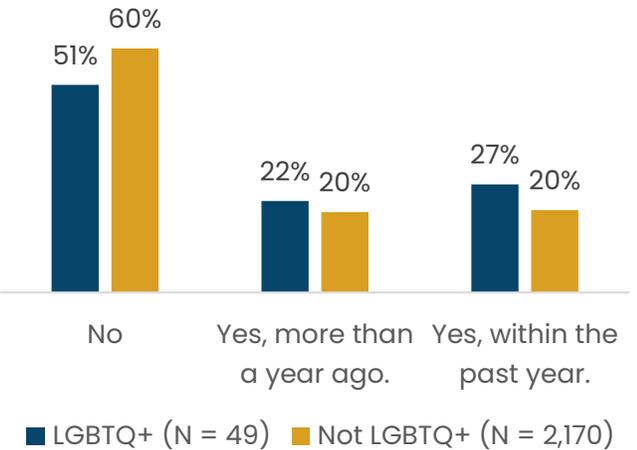
TOTAL RESULTS ACROSS THE GOLF INDUSTRY

Single Items

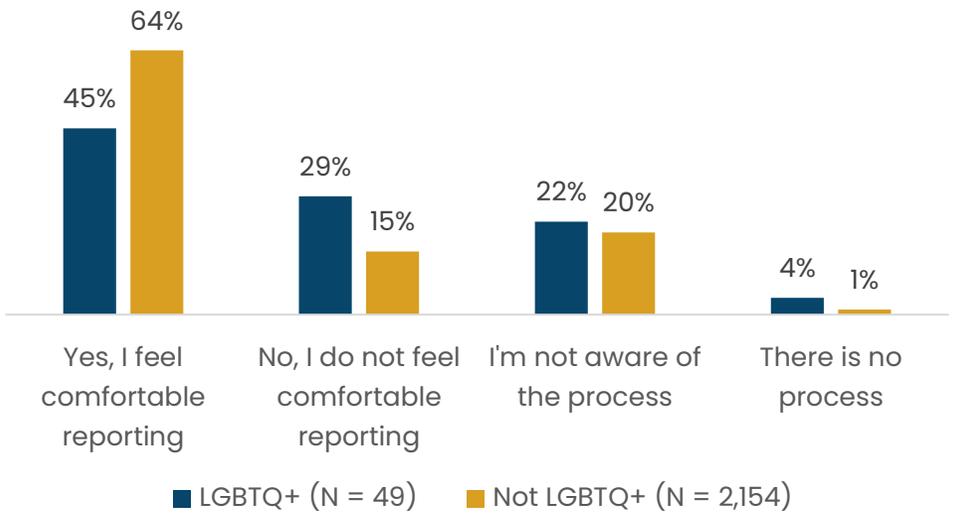
While working here, I have experienced someone treating me in a way that I believe was biased or inequitable.



While working here, I have witnessed someone behaving in a way that I believe was biased or inequitable.



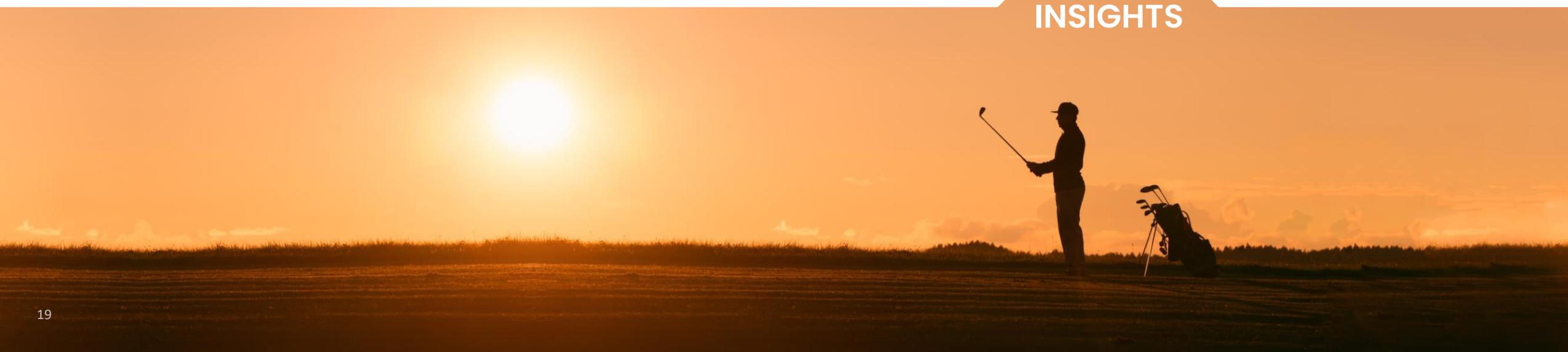
Do you feel comfortable reporting conduct you believe is biased or inequitable through the process your organization currently has in place?



LGBTQ+ participants were more than twice as likely to say that, within the past year at work, they have been treated in a way they believe was biased or inequitable (31% of LGBTQ+ vs. 14% of non-LGBTQ+). Only 45% of LGBTQ+ participants feel comfortable reporting conduct they believe is biased or inequitable. These results suggest that underrepresented groups in the golf industry are not consistently experiencing inclusive, equitable workplaces.

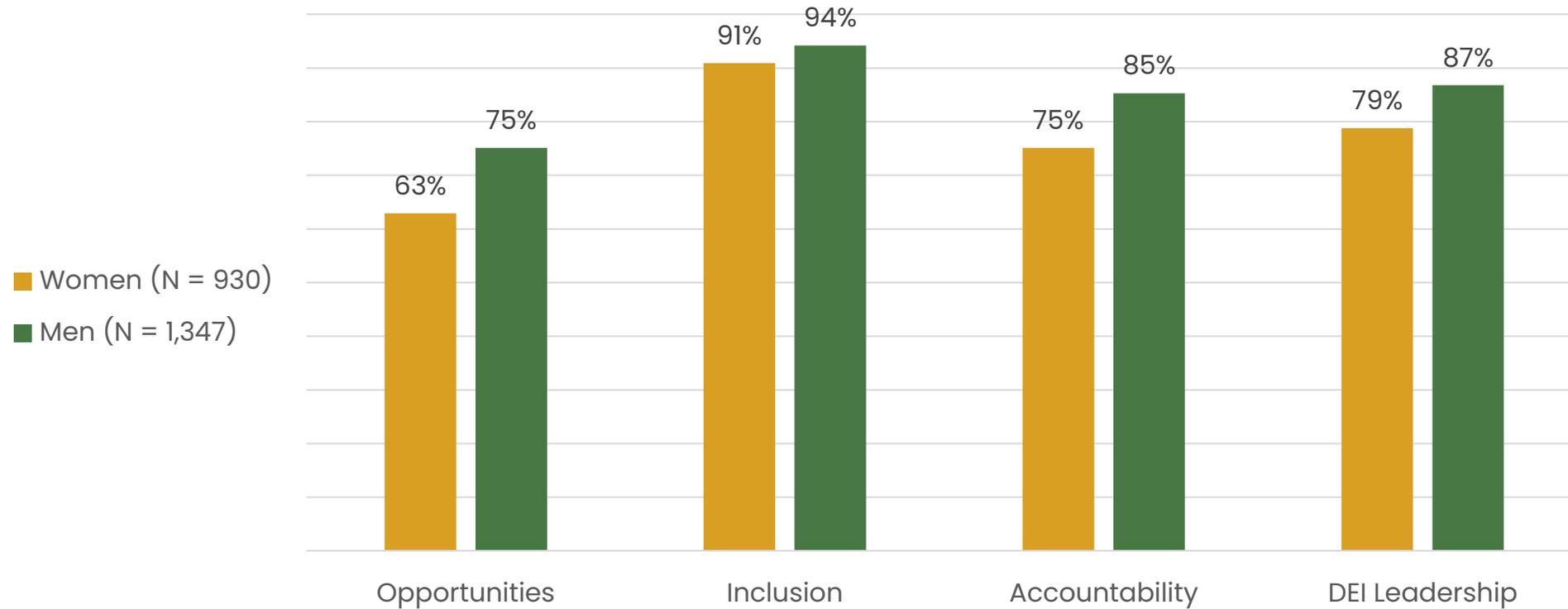
Results by Gender

- Women working in the golf industry experience many barriers to equity and inclusion in their workplaces. Women rated every survey item less favorably compared to men, and had larger gaps than any other demographic group with the exception of LGBTQ+.
- Some of the largest gaps for women had to do with opportunities. Women were much less likely than men to agree that they have equitable access to feedback, input to decision-making, compensation, desirable work assignments, and advancement opportunities.
- Women were twice as likely as men to say that, within the past year at work, they have been treated in a way they believe was biased or inequitable (20% of women vs. 10% of men). Only 53% of women feel comfortable reporting such conduct.



KEY
INSIGHTS

Percent Favorable Category Scores



Methodology notes. Favorable responses = *Always* or *Most of the time* & *Strongly agree* or *Agree*. Unfavorable responses = *Sometimes* or *Rarely or never* & *Disagree* or *Strongly disagree*. Results for the non-binary group are not shown because N<10.

Women had lower average scores in every category, compared to men. Opportunities had the largest gap.

Across all demographic characteristics studied, gaps for women were among the largest. The only group with bigger gaps was LGBTQ+. Average gaps were bigger for women than for any other group by race, age, role, or how I feel about golf.

Percent Favorable Scores by Category and Item

Category / Item	Result	% Favorable Women N = 925	% Favorable Men N = 1,342	Gap
Opportunities	↘	62.9%	75.1%	-12.2%
I get useful feedback that helps me do my job to the best of my ability.	↘	65.6%	74.2%	-8.5%
In my organization, decisions about work assignments are made in a way that is fair.	↘	73.0%	84.6%	-11.7%
In my organization, decisions about promotions are made in a way that is fair.	↘	49.4%	66.3%	-16.9%
The process for career advancement/promotion is transparent to all employees.	↘	45.9%	60.9%	-14.9%
I believe I am compensated fairly compared to my peers.	↘	60.9%	74.2%	-13.4%
I have opportunities to share my perspective about decisions that affect my work.	↘	82.6%	90.6%	-8.0%
Inclusion	→	90.9%	94.2%	-3.3%
I feel comfortable being myself at work.	→	90.8%	93.0%	-2.2%
Getting to know people with backgrounds different from my own has been easy at this organization.	↘	82.4%	89.8%	-7.4%
My supervisor treats me like a valued member of the team.	→	92.8%	96.6%	-3.8%
My coworkers treat me like a valued member of the team.	→	95.3%	97.1%	-1.8%
I have a least one supervisor or leader that I trust and can talk to about any concerns I have at work.	→	89.6%	92.5%	-2.9%
I have a least one coworker that I trust and can talk to about any concerns I have at work.	→	95.1%	96.5%	-1.4%
I would recommend my organization to others as a great place to work.	→	90.2%	94.0%	-3.8%

Result Key	
↗	Women more favorable than Men by ≥5 percentage points
→	Difference <5 percentage points
↘	Women less favorable than Men by ≥5 percentage points

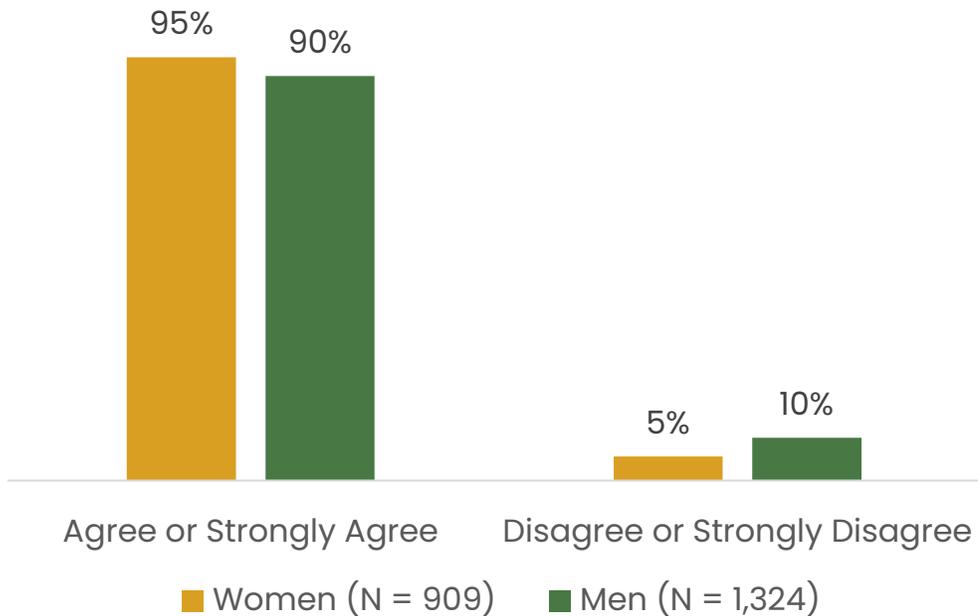
Percent Favorable Scores by Category and Item

Category / Item	Result	% Favorable Women N = 925	% Favorable Men N = 1,342	Gap
Accountability	↘	75.1%	85.3%	-10.2%
Consequences for poor performance are reasonable, no matter who you are.	↘	73.3%	82.1%	-8.8%
Consequences for mistreating others are reasonable, no matter who you are.	↘	76.9%	88.5%	-11.6%
DEI Leadership	↘	78.8%	86.8%	-8.0%
My organization has done a good job providing education programs that promote diversity, equity, and inclusion in our workplace.	↘	81.0%	86.8%	-5.8%
I believe that my organization has a diverse workforce today.	↘	56.9%	66.9%	-10.1%
I believe that my organization has an inclusive culture today.	↘	79.3%	90.0%	-10.7%
Leaders at my organization work well with employees of different backgrounds.	→	90.2%	94.2%	-4.1%
My organization supports equal opportunities for all people.	↘	84.6%	92.8%	-8.2%
At the highest levels of my organization's leadership team, I see people similar to me in ways that I care about.	↘	69.6%	85.4%	-15.7%
Leaders in my organization communicate commitment to diversity and inclusion with the things they say.	→	89.9%	92.4%	-2.5%
Leaders in my organization demonstrate commitment to diversity and inclusion with the things they do.	↘	78.8%	85.6%	-6.8%

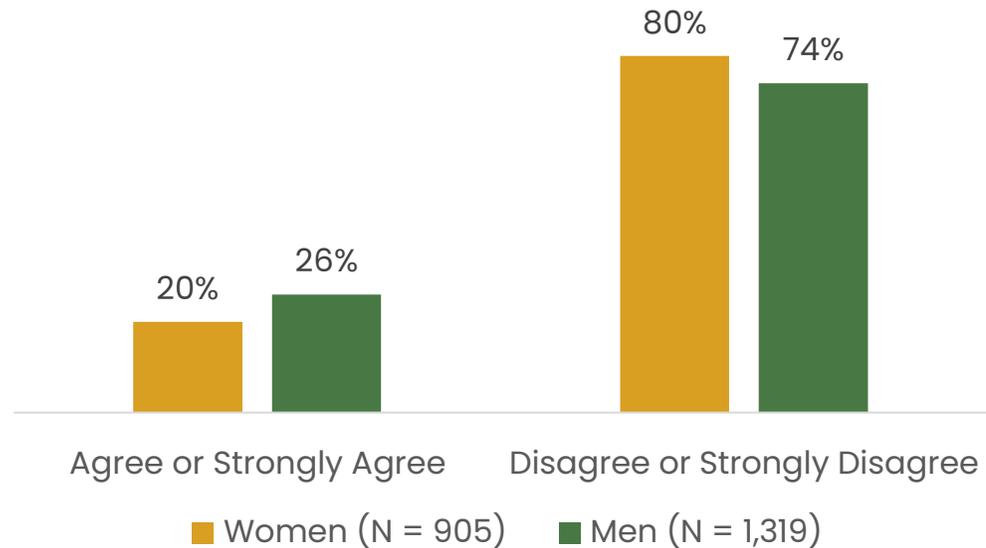
Result Key	
↗	Women more favorable than Men by ≥5 percentage points
→	Difference <5 percentage points
↘	Women less favorable than Men by ≥5 percentage points

Single Items*

I believe that diversity, equity, and inclusion should be treated as high priorities in this organization.



At this time, my organization is focusing too much on diversity, equity, and inclusion.



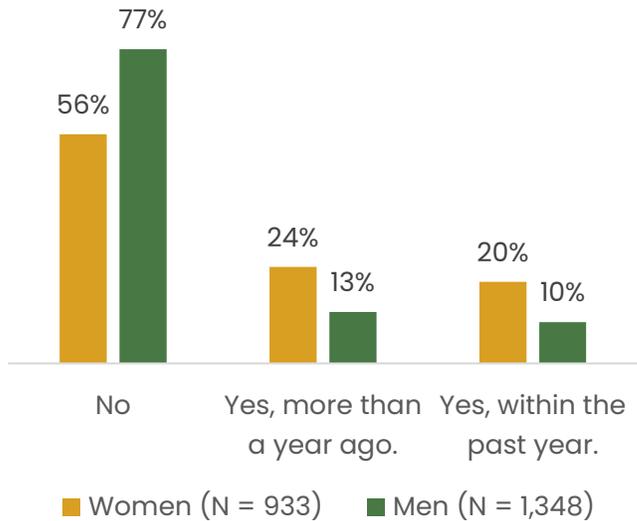
* "Single Items" refer to the 5 survey items that are not included in any of the Category scores.

Over 90% of participants agree that diversity, equity, and inclusion (DEI) should be treated as high priorities. At the same time, 26% of men and 20% of women believe that their organizations are focusing too much on DEI. This result suggests some resistance or lack of understanding of DEI, especially among members of traditionally advantaged groups.

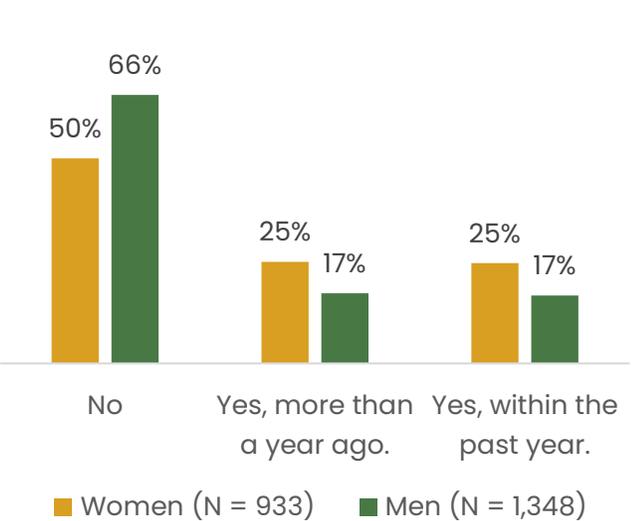
TOTAL RESULTS ACROSS THE GOLF INDUSTRY

Single Items

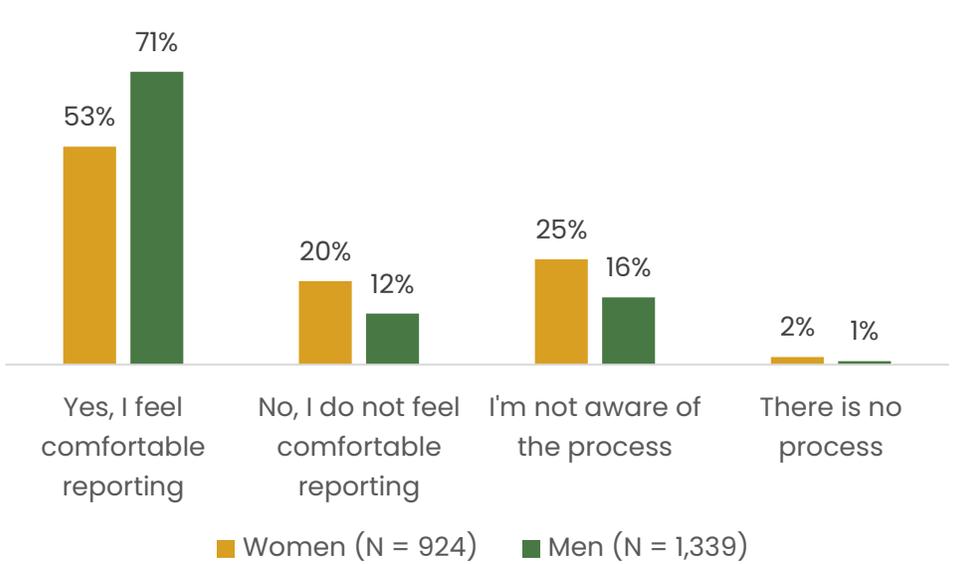
While working here, I have experienced someone treating me in a way that I believe was biased or inequitable.



While working here, I have witnessed someone behaving in a way that I believe was biased or inequitable.



Do you feel comfortable reporting conduct you believe is biased or inequitable through the process your organization currently has in place?



Women were twice as likely as men to say that, within the past year at work, they have been treated in a way they believe was biased or inequitable (20% of women vs. 10% of men). Only 53% of women feel comfortable reporting conduct they believe is biased or inequitable. These results suggest that underrepresented groups in the golf industry are not consistently experiencing inclusive, equitable workplaces.

CHAPTER 4

Results by Race/Ethnicity

- People of Color (POC)* working in the golf industry experience their workplaces less favorably, on average, compared to their White peers. While each POC group had gaps across many items and categories, gaps were largest for Black, Hispanic/Latino, and Other Race** groups.
- The largest gaps had to do with DEI leadership. Many POC do not agree that their organizations are effectively supporting a diverse workforce today, nor do they see themselves well-represented at all levels of leadership.
- One encouraging finding was high scores across race/ethnicity in the Inclusion category. Many POC feel connected and valued in their work teams.
- White participants were the group most likely (24%) to agree that their organizations are focusing too much on DEI. Groups least likely to agree were Black (10%) and Multiracial (17%). These gaps suggest that majority-group resistance is a potential barrier to DEI efforts. Success will require clear communication about expectations, accountability, and how DEI benefits the business and all of its people.

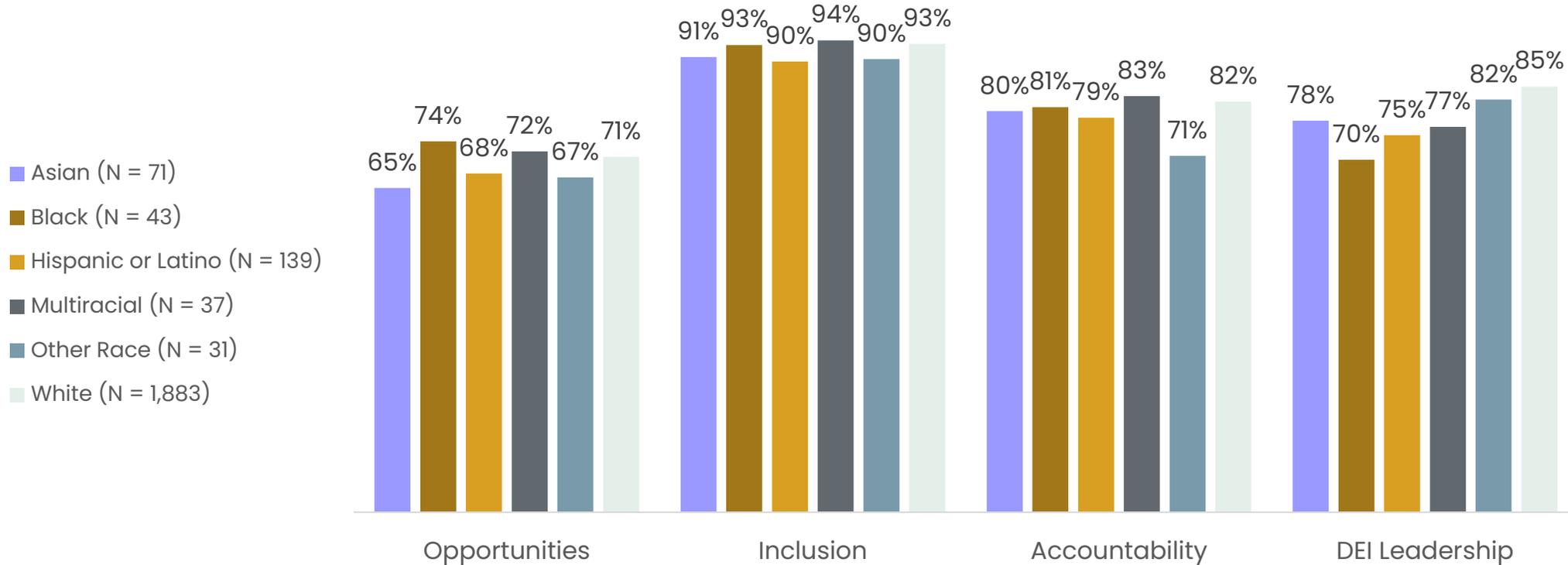


KEY INSIGHTS

* POC includes participants who self-identified as any race/ethnicity other than white alone. Results are shown separately for each POC group with 10 or more participants: Asian, Black, Hispanic/Latino, and Multiracial.

** Other Race includes American Indian, Alaska Native, Native Hawaiian, and Pacific Islander. These groups were combined because each on its own had <10 participants.

Percent Favorable Category Scores



Methodology notes.
 Favorable responses = Always or Most of the time & Strongly agree or Agree.
 Unfavorable responses = Sometimes or Rarely or never & Disagree or Strongly disagree. The “Other Race” category combines all groups with N<10, too small to report separately.

In the Opportunities, Inclusion, and Accountability categories, average scores were similar across most race/ethnicity groups. Notable gaps were for Asian participants in Opportunities and Other Race participants in Accountability. In the DEI Leadership category, White employees gave the most favorable ratings – higher than every other race/ethnicity group.

Average gaps by race/ethnicity were smaller than gaps by LGBTQ+ and gender; but they were bigger than gaps by age, role, or how I feel about golf.

Percent Favorable Scores by Category and Item

Category / Item	Asian		Black		Hispanic		Multiracial		Other Race		White	
	Result	% Fav.	Result	% Fav.	Result	% Fav.	Result	% Fav.	Result	% Fav.	Result	% Fav.
Opportunities	↘	64.6%	→	73.9%	→	67.5%	→	71.9%	↘	66.7%	→	70.8%
I get useful feedback that helps me do my job to the best of my ability.	→	68.1%	↗	84.1%	→	71.6%	→	73.7%	→	74.2%	→	70.8%
In my organization, decisions about work assignments are made in a way that is fair.	↘	75.0%	↗	90.9%	↘	75.2%	→	81.6%	→	83.9%	→	80.3%
In my organization, decisions about promotions are made in a way that is fair.	↘	45.8%	↗	70.5%	↘	53.9%	→	57.9%	↘	51.6%	↗	60.5%
The process for career advancement/promotion is transparent to all employees.	↘	48.6%	↘	47.7%	→	55.3%	→	52.6%	→	58.1%	→	55.3%
I believe I am compensated fairly compared to my peers.	→	69.4%	↘	59.1%	↘	63.8%	→	73.7%	↘	58.1%	→	69.8%
I have opportunities to share my perspective about decisions that affect my work.	↘	80.6%	→	90.9%	→	85.1%	→	92.1%	↘	74.2%	→	88.1%
Inclusion	→	90.7%	→	93.1%	→	89.8%	→	94.0%	↘	90.3%	→	93.3%
I feel comfortable being myself at work.	→	90.3%	↘	81.8%	→	87.9%	→	94.7%	→	93.5%	→	93.0%
Getting to know people with backgrounds different from my own has been easy at this organization.	↘	79.2%	→	86.4%	→	84.4%	→	84.2%	→	93.5%	→	87.2%
My supervisor treats me like a valued member of the team.	→	94.4%	↗	100.0%	→	95.0%	↗	100.0%	↘	90.3%	→	95.0%
My coworkers treat me like a valued member of the team.	→	94.4%	→	100.0%	→	94.3%	→	92.1%	→	96.8%	→	96.8%
I have a least one supervisor or leader that I trust and can talk to about any concerns I have at work.	→	90.3%	→	95.3%	↘	86.4%	↗	97.4%	↘	87.1%	→	91.6%
I have a least one coworker that I trust and can talk to about any concerns I have at work.	→	95.8%	→	93.0%	→	93.6%	→	100.0%	↘	93.5%	→	96.4%
I would recommend my organization to others as a great place to work.	→	90.3%	→	95.3%	↘	87.1%	→	89.5%	↘	77.4%	↗	93.2%

Result Key	
↗	More favorable by ≥5 percentage points vs. average of all participants in other groups
→	Difference <5 percentage points
↘	Less favorable by ≥5 percentage points vs. average of all participants in other groups

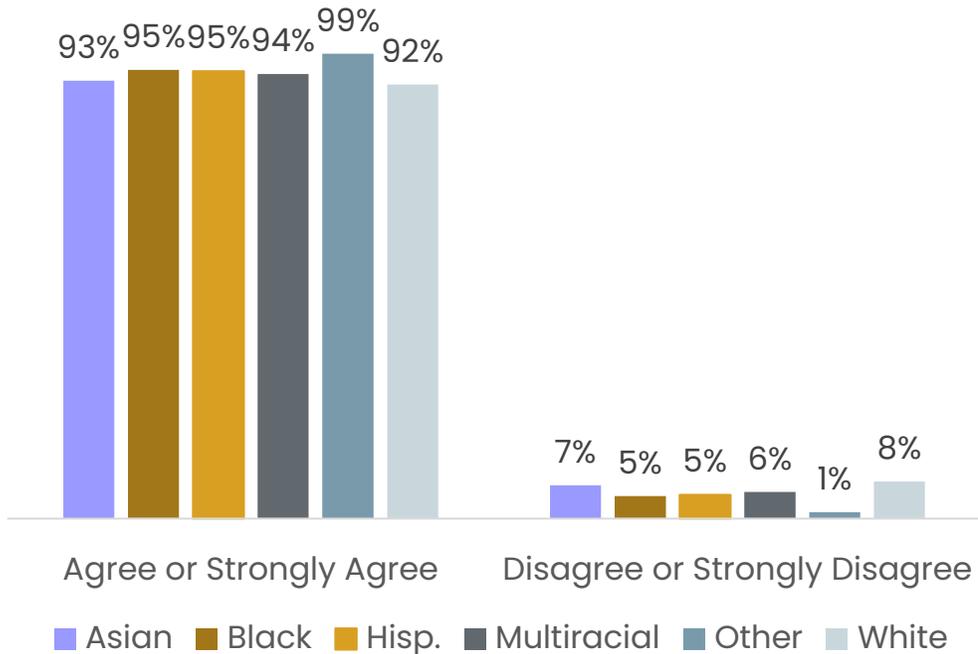
Percent Favorable Scores by Category and Item

Category / Item	Asian		Black		Hispanic		Multiracial		Other Race		White	
	Result	% Fav.	Result	% Fav.	Result	% Fav.	Result	% Fav.	Result	% Fav.	Result	% Fav.
Accountability	→	79.9%	→	80.7%	→	78.6%	→	82.9%	↘	71.0%	→	81.8%
Consequences for poor performance are reasonable, no matter who you are.	→	80.6%	↗	84.1%	→	75.0%	→	78.9%	↘	67.7%	→	79.3%
Consequences for mistreating others are reasonable, no matter who you are.	→	79.2%	↘	77.3%	→	82.1%	→	86.8%	↘	74.2%	→	84.4%
DEI Leadership	↘	78.0%	↘	70.2%	↘	75.1%	↘	76.8%	→	82.2%	↗	84.8%
My organization has done a good job providing education programs that promote diversity, equity, and inclusion in our workplace.	↘	77.1%	↘	78.6%	↘	78.3%	→	80.0%	→	83.9%	↗	85.2%
I believe that my organization has a diverse workforce today.	↗	70.0%	↘	38.1%	→	62.3%	↘	48.6%	→	67.7%	→	62.6%
I believe that my organization has an inclusive culture today.	→	82.9%	↘	73.8%	↘	78.1%	↘	80.0%	→	90.3%	↗	86.7%
Leaders at my organization work well with employees of different backgrounds.	→	91.3%	↘	85.4%	↘	84.4%	→	91.4%	↘	90.3%	↗	93.5%
My organization supports equal opportunities for all people.	↘	81.2%	↘	82.9%	↘	80.9%	→	91.4%	↘	83.3%	↗	90.7%
At the highest levels of my organization's leadership team, I see people similar to me in ways that I care about.	↘	61.8%	↘	39.0%	↘	60.7%	↘	62.9%	↘	67.7%	↗	82.6%
Leaders in my organization communicate commitment to diversity and inclusion with the things they say.	→	88.4%	→	90.2%	↘	82.0%	↘	85.7%	→	93.5%	↗	92.5%
Leaders in my organization demonstrate commitment to diversity and inclusion with the things they do.	↘	71.0%	↘	73.2%	↘	74.0%	↘	74.3%	↘	80.6%	↗	84.6%

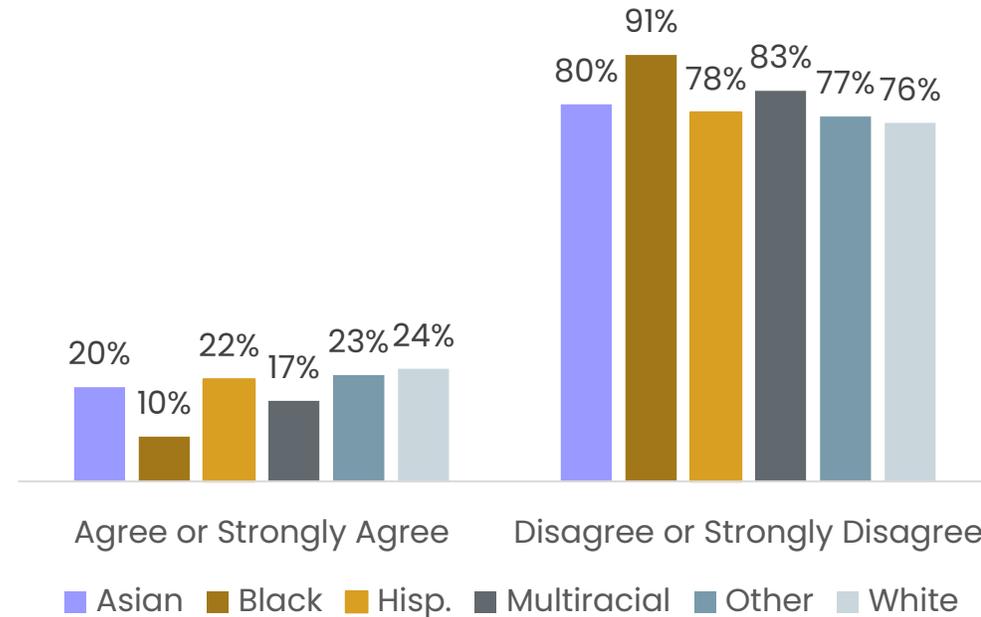
Result Key	
↗	More favorable by ≥5 percentage points vs. average of all participants in other groups
→	Difference <5 percentage points
↘	Less favorable by ≥5 percentage points vs. average of all participants in other groups

Single Items*

I believe that diversity, equity, and inclusion should be treated as high priorities in this organization.



At this time, my organization is focusing too much on diversity, equity, and inclusion.



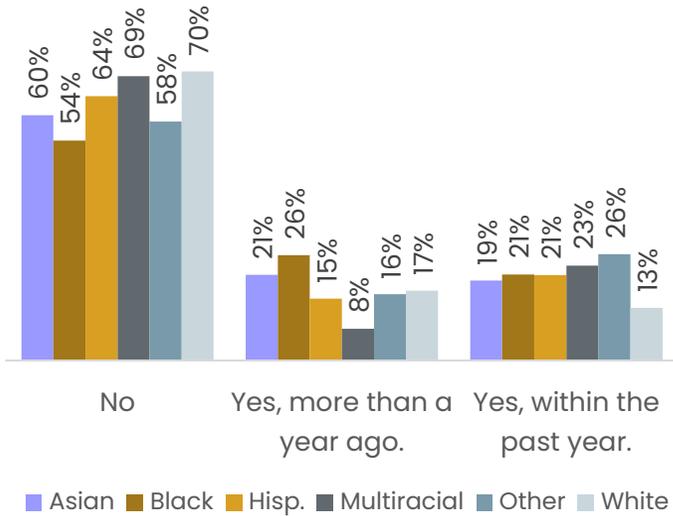
* "Single Items" refer to the 5 survey items that are not included in any of the Category scores.

Over 90% of participants agree that diversity, equity, and inclusion (DEI) should be treated as high priorities. At the same time, 24% of White participants believe that their organizations are focusing too much on DEI, compared to just 10% of Black and 17% of Multiracial participants. This result suggests some resistance or lack of understanding of DEI, especially among members of traditionally advantaged groups.

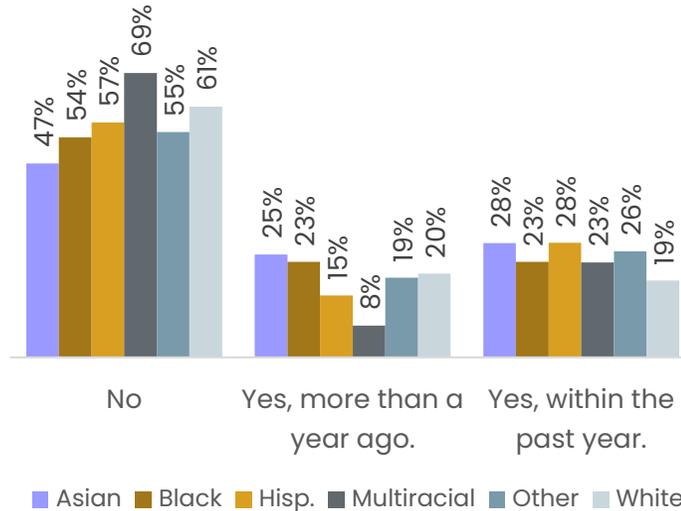
TOTAL RESULTS ACROSS THE GOLF INDUSTRY

Single Items

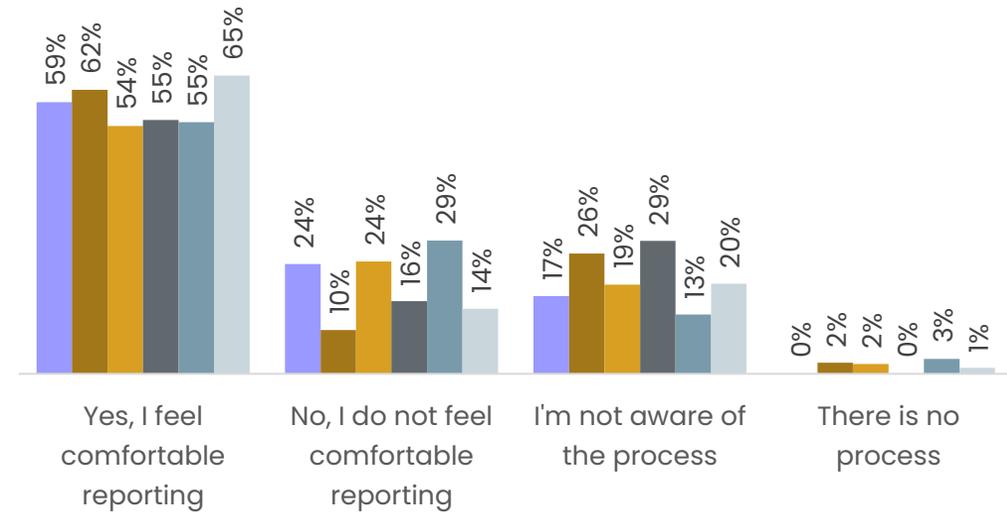
While working here, I have experienced someone treating me in a way that I believe was biased or inequitable.



While working here, I have witnessed someone behaving in a way that I believe was biased or inequitable.



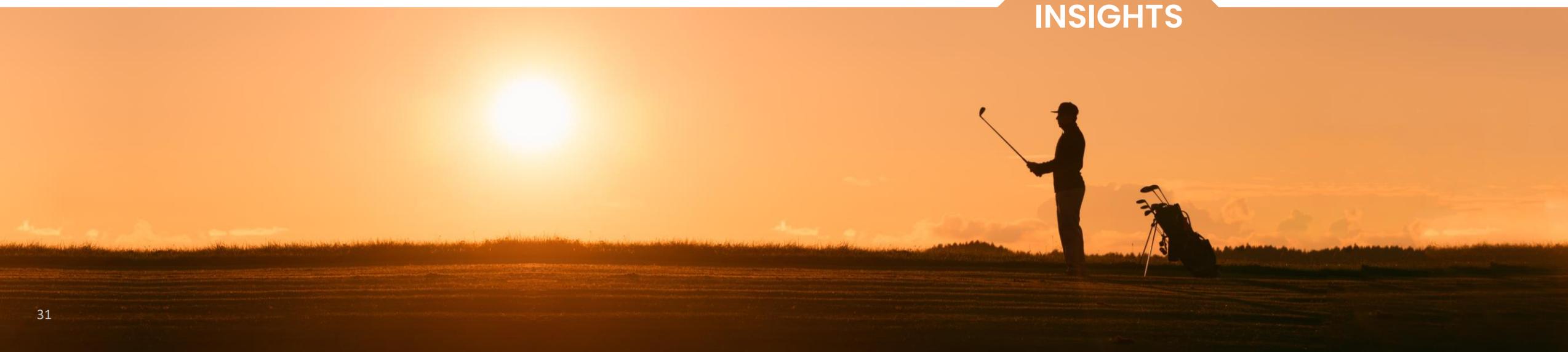
Do you feel comfortable reporting conduct you believe is biased or inequitable through the process your organization currently has in place?



People of Color were nearly twice as likely as White participants to say that, within the past year at work, they have been treated in a way they believe was biased or inequitable. People of Color were also less likely to say they feel comfortable reporting conduct they believe is biased or inequitable. These results suggest that underrepresented groups in the golf industry are not consistently experiencing inclusive, equitable workplaces.

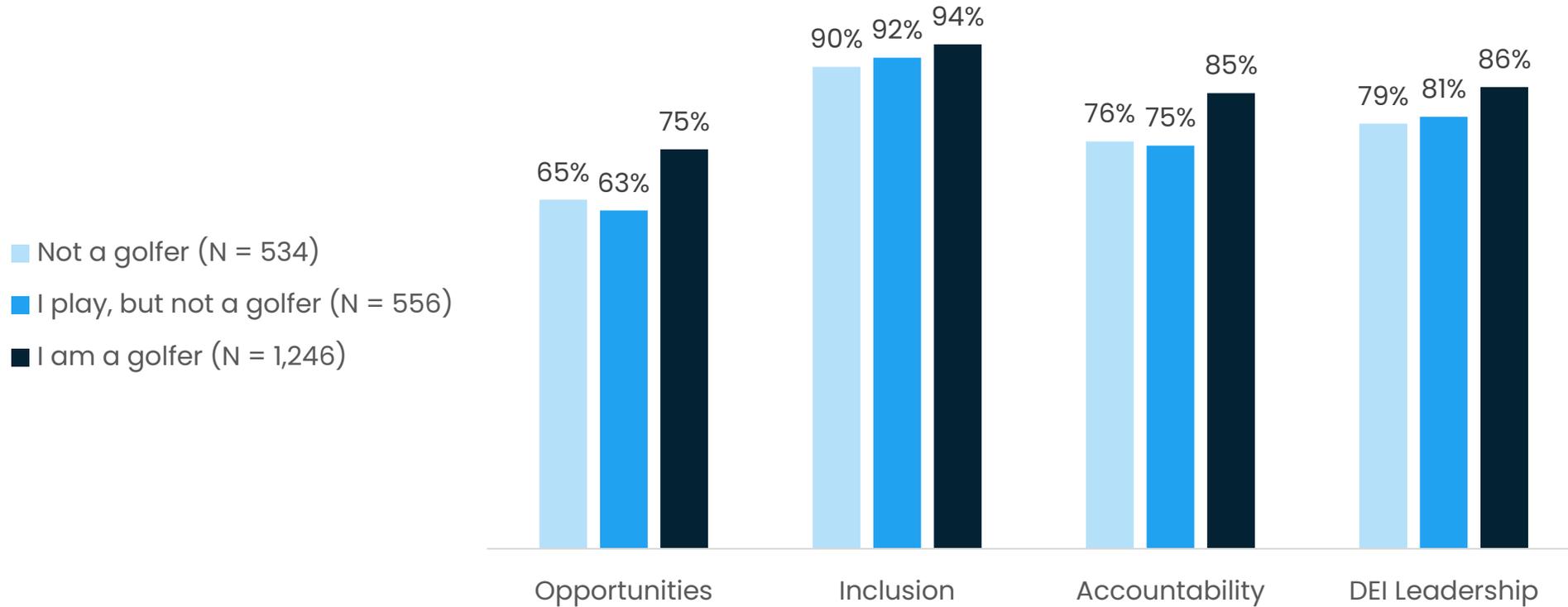
Results by How I Feel About Golf

- Non-golfers in the golf industry may experience less psychological safety in their workplaces, compared to peers who are golfers. Only 55% of non-golfers said they would feel comfortable reporting biased or inequitable conduct in their organizations, compared to 70% of golfers.
- People who do not consider themselves golfers experience their organizations as less fair, on average, compared to their peers who are golfers.
- Some of the largest gaps had to do with opportunities and accountability. Non-golfers were less likely to agree that consequences for poor performance and behavior are consistent; and less likely to agree that they have equitable access to feedback, desirable work assignments, and advancement opportunities.



KEY
INSIGHTS

Percent Favorable Category Scores



Methodology notes. Favorable responses = Always or Most of the time & Strongly agree or Agree. Unfavorable responses = Sometimes or Rarely or never & Disagree or Strongly disagree.

Participants who do not consider themselves golfers had lower average scores in every category, compared to golfers. Opportunities and Accountability had the largest gaps. Across all demographic characteristics studied, gaps for non-golfers were among the smallest. Groups with larger gaps included LGBTQ+, women, and People of Color. Average gaps were bigger for non-golfers than for any group by age or role.

Percent Favorable Scores by Category and Item

Category / Item	Not a golfer		I golf		I'm a golfer	
	Result	% Fav.	Result	% Fav.	Result	% Fav.
Opportunities	↘	65.1%	↘	63.1%	↗	74.5%
I get useful feedback that helps me do my job to the best of my ability.	↘	65.9%	↘	65.7%	↗	74.2%
In my organization, decisions about work assignments are made in a way that is fair.	↘	75.3%	↘	73.5%	↗	83.4%
In my organization, decisions about promotions are made in a way that is fair.	↘	53.4%	↘	49.9%	↗	65.3%
The process for career advancement/promotion is transparent to all employees.	→	50.6%	↘	44.0%	↗	60.5%
I believe I am compensated fairly compared to my peers.	↘	61.7%	↘	62.0%	↗	73.8%
I have opportunities to share my perspective about decisions that affect my work.	→	83.6%	→	83.5%	↗	89.6%
Inclusion	→	89.9%	→	91.6%	→	94.1%
I feel comfortable being myself at work.	→	88.4%	→	88.8%	↗	93.9%
Getting to know people with backgrounds different from my own has been easy at this organization.	↘	80.8%	→	86.3%	↗	89.3%
My supervisor treats me like a valued member of the team.	→	94.1%	→	93.4%	→	95.4%
My coworkers treat me like a valued member of the team.	→	95.2%	→	96.1%	→	96.8%
I have a least one supervisor or leader that I trust and can talk to about any concerns I have at work.	→	89.4%	→	90.0%	→	91.9%
I have a least one coworker that I trust and can talk to about any concerns I have at work.	→	92.6%	→	96.1%	→	97.2%
I would recommend my organization to others as a great place to work.	→	88.7%	→	90.2%	→	94.2%

Result Key

- ↗ More favorable by ≥5 percentage points vs. average of all participants in other groups
- Difference <5 percentage points
- ↘ Less favorable by ≥5 percentage points vs. average of all participants in other groups

Percent Favorable Scores by Category and Item

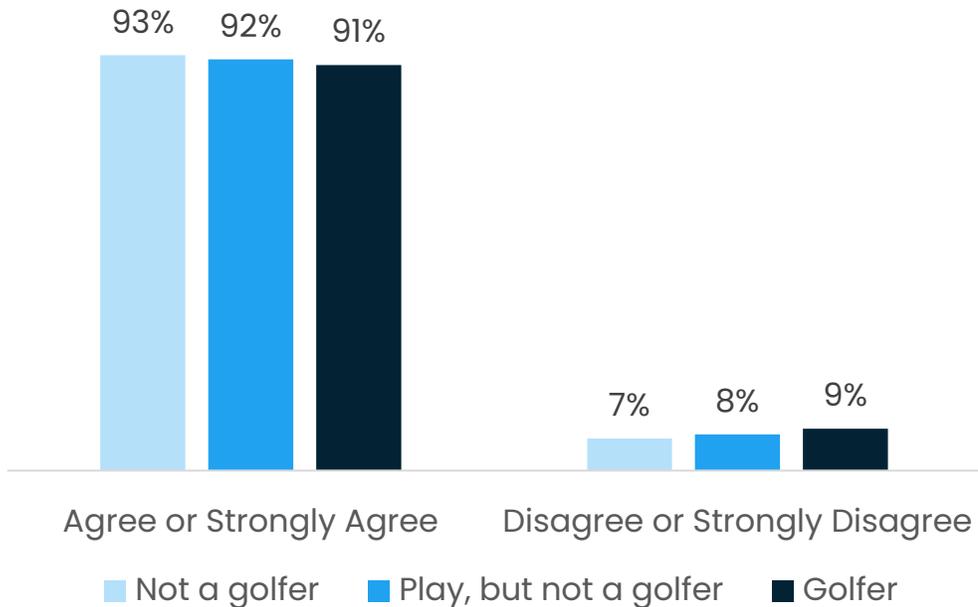
Category / Item	Not a golfer		I golf		I'm a golfer	
	Result	% Fav.	Result	% Fav.	Result	% Fav.
Accountability	↘	76.0%	↘	75.2%	↗	85.0%
Consequences for poor performance are reasonable, no matter who you are.	↘	74.1%	↘	71.4%	↗	82.6%
Consequences for mistreating others are reasonable, no matter who you are.	↘	78.0%	↘	79.0%	↗	87.4%
DEI Leadership	↘	79.3%	→	80.6%	↗	86.1%
My organization has done a good job providing education programs that promote diversity, equity, and inclusion in our workplace.	→	80.5%	→	83.6%	→	86.0%
I believe that my organization has a diverse workforce today.	↘	58.3%	↘	59.1%	↗	66.6%
I believe that my organization has an inclusive culture today.	↘	81.6%	→	82.4%	↗	88.4%
Leaders at my organization work well with employees of different backgrounds.	→	90.3%	→	90.1%	→	94.0%
My organization supports equal opportunities for all people.	↘	85.0%	→	86.8%	↗	91.6%
At the highest levels of my organization's leadership team, I see people similar to me in ways that I care about.	↘	71.2%	↘	71.5%	↗	84.8%
Leaders in my organization communicate commitment to diversity and inclusion with the things they say.	→	89.0%	→	91.0%	→	92.4%
Leaders in my organization demonstrate commitment to diversity and inclusion with the things they do.	↘	78.2%	→	80.6%	↗	85.1%

Result Key

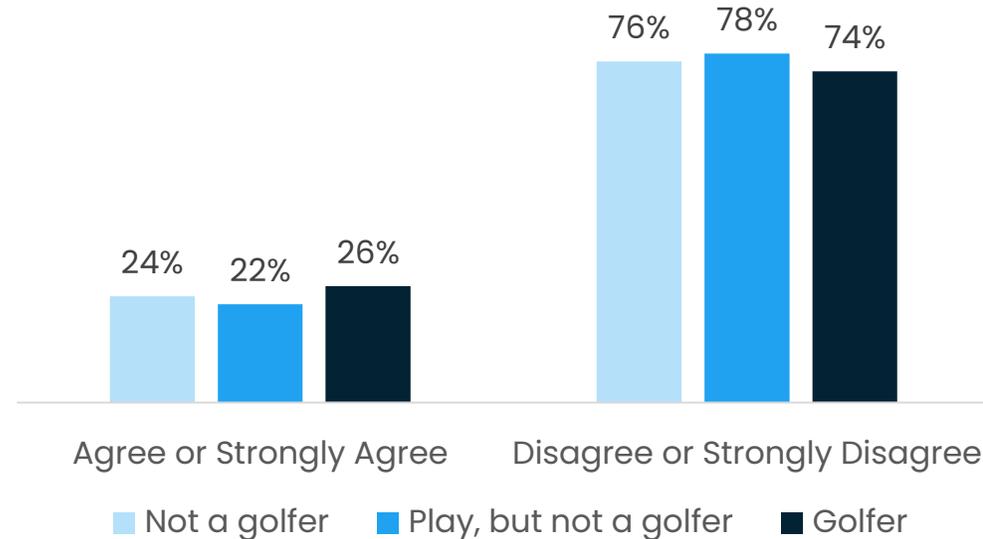
- ↗ More favorable by ≥5 percentage points vs. average of all participants in other groups
- Difference <5 percentage points
- ↘ Less favorable by ≥5 percentage points vs. average of all participants in other groups

Single Items*

I believe that diversity, equity, and inclusion should be treated as high priorities in this organization.



At this time, my organization is focusing too much on diversity, equity, and inclusion.



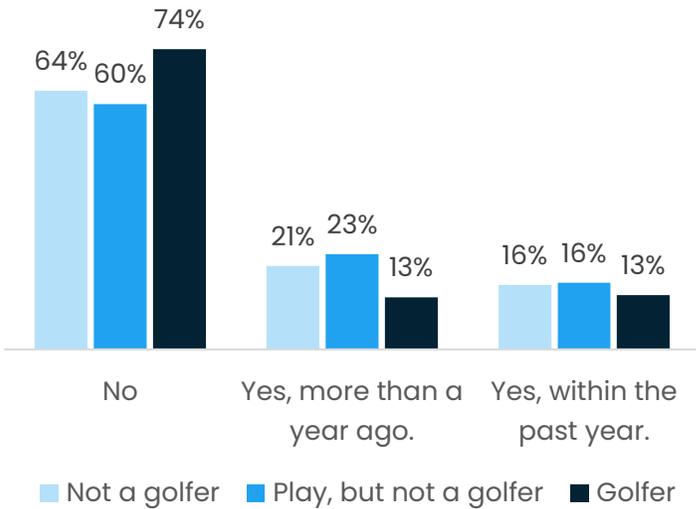
* "Single Items" refer to the 5 survey items that are not included in any of the Category scores.

Over 90% of participants agree that diversity, equity, and inclusion (DEI) should be treated as high priorities. At the same time, 22-26% of each group believe that their organizations are focusing too much on DEI. This result suggests some resistance or lack of understanding of DEI, regardless of how people feel about playing golf.

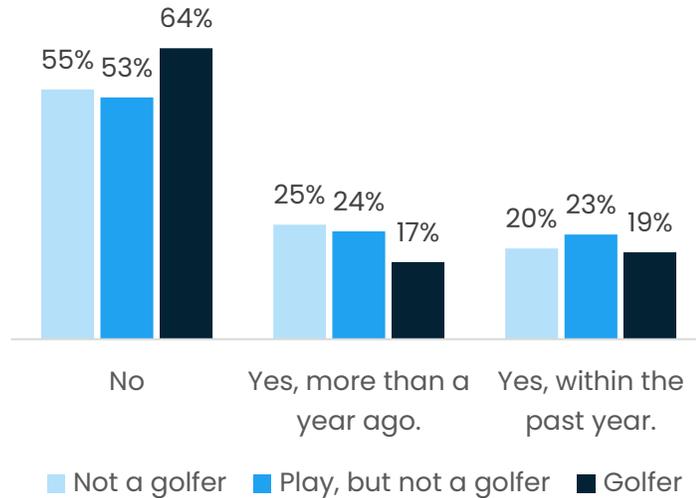
TOTAL RESULTS ACROSS THE GOLF INDUSTRY

Single Items

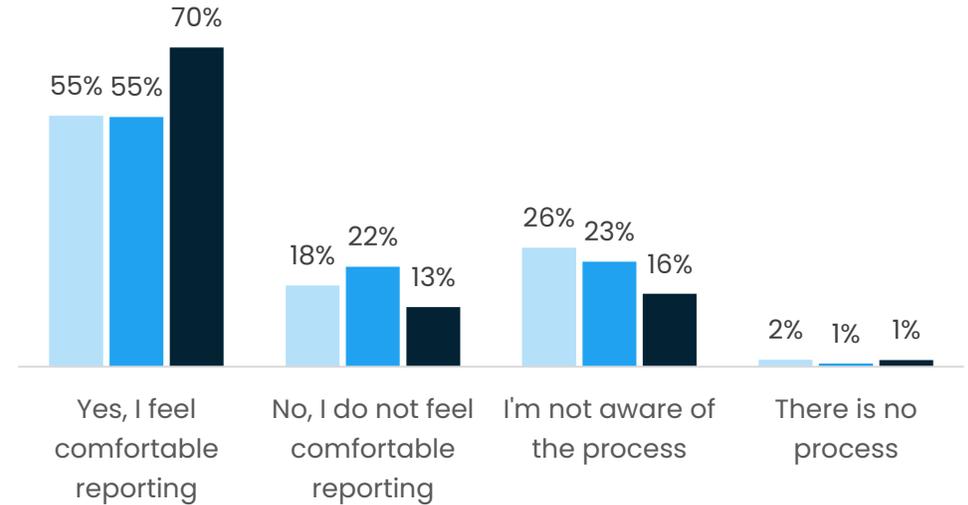
While working here, I have experienced someone treating me in a way that I believe was biased or inequitable.



While working here, I have witnessed someone behaving in a way that I believe was biased or inequitable.



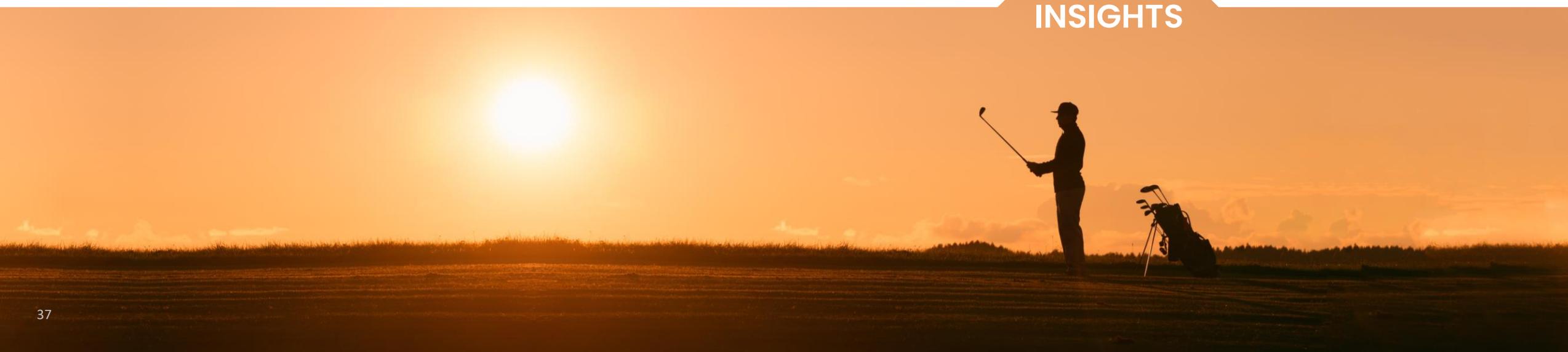
Do you feel comfortable reporting conduct you believe is biased or inequitable through the process your organization currently has in place?



Participants who do not consider themselves golfers were slightly more likely than golfers to say that, within the past year at work, they have been treated in a way they believe was biased or inequitable. However, only 55% of non-golfers feel comfortable reporting conduct they believe is biased or inequitable, compared to 70% of golfers. These results suggest that non-golfers working in the golf industry experience lower psychological safety, on average, compared to their peers who are golfers.

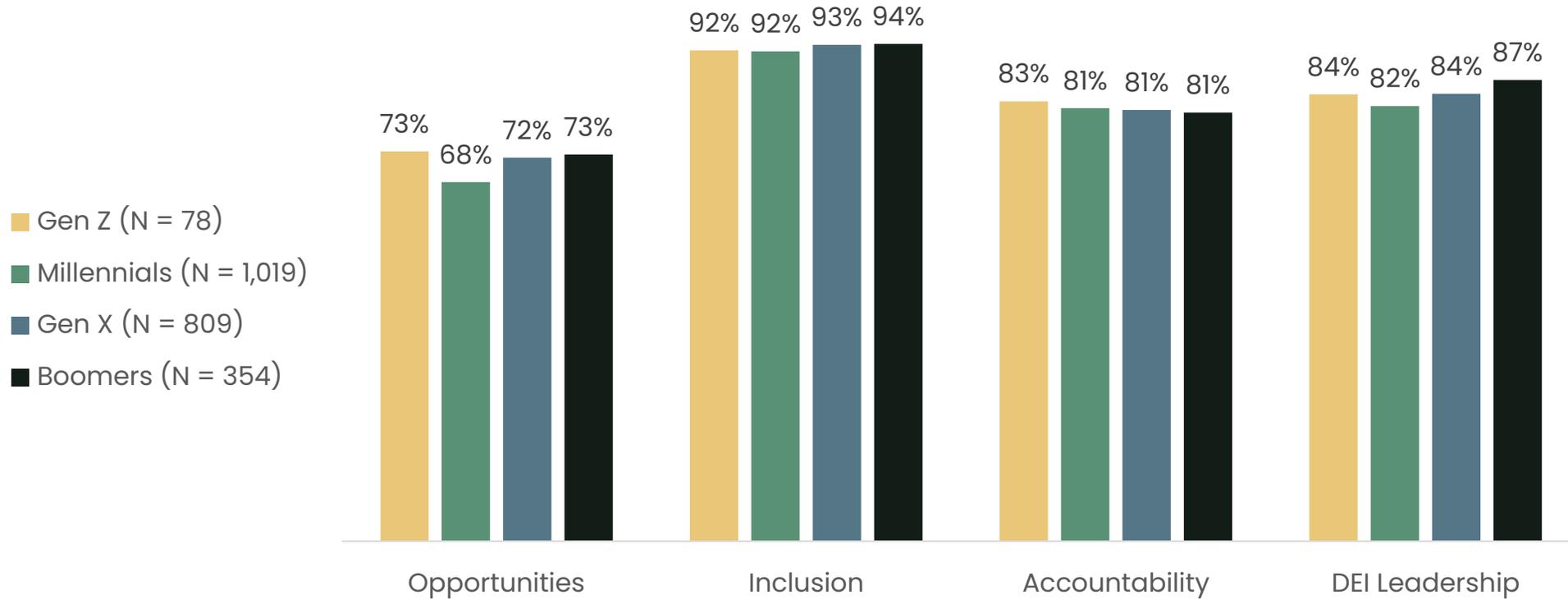
Results by Generation

- For each survey category, average favorability scores were similar across generations. Average gaps were bigger for LGBTQ+, women, People of Color, and non-golfers than they were for any age group.
- 74% of Baby Boomers agree that their organizations are diverse today. Younger workers are much less likely to agree.
- Compared to Gen X and Baby Boomers, Gen Z and Millennials are less satisfied with compensation fairness, and feel less comfortable reporting biased or inequitable conduct.
- Older participants were more likely to agree that their organizations are focusing too much on DEI at this time. Agreement ranged from 17% for Gen Z to 29% for Baby Boomers.



KEY
INSIGHTS

Percent Favorable Category Scores



Methodology notes. Favorable responses = Always or Most of the time & Strongly agree or Agree. Unfavorable responses = Sometimes or Rarely or never & Disagree or Strongly disagree. Birth years by generation: Gen Z = 1997 or later. Millennials = 1981-1996. Gen X = 1965-1980. Boomers = 1964 or earlier.

Within each category, average favorability scores were similar for every generation. Across all demographic characteristics studied, gaps between generations were among the smallest. Average gaps were bigger for LGBTQ+, women, People of Color, and non-golfers.

Percent Favorable Scores by Category and Item

Category / Item	Gen Z		Millennials		Gen X		Boomers	
	Result	% Fav.	Result	% Fav.	Result	% Fav.	Result	% Fav.
Opportunities	→	73.3%	→	67.5%	→	72.1%	→	72.7%
I get useful feedback that helps me do my job to the best of my ability.	↗	79.5%	→	70.8%	→	69.6%	→	70.8%
In my organization, decisions about work assignments are made in a way that is fair.	→	80.8%	→	78.0%	→	81.0%	→	82.2%
In my organization, decisions about promotions are made in a way that is fair.	↗	65.4%	↘	55.4%	→	62.3%	→	63.5%
The process for career advancement/promotion is transparent to all employees.	↗	69.2%	→	53.2%	→	53.7%	→	58.5%
I believe I am compensated fairly compared to my peers.	↘	62.8%	↘	61.6%	↗	75.3%	↗	75.8%
I have opportunities to share my perspective about decisions that affect my work.	↘	82.1%	→	85.8%	↗	90.5%	→	85.5%
Inclusion	→	92.3%	→	92.1%	→	93.3%	→	93.5%
I feel comfortable being myself at work.	→	88.5%	→	91.7%	→	91.6%	→	93.6%
Getting to know people with backgrounds different from my own has been easy at this organization.	→	89.7%	↘	83.8%	→	88.5%	→	90.3%
My supervisor treats me like a valued member of the team.	→	97.4%	→	94.7%	→	95.0%	→	95.0%
My coworkers treat me like a valued member of the team.	→	94.9%	→	95.6%	→	96.8%	→	97.5%
I have a least one supervisor or leader that I trust and can talk to about any concerns I have at work.	→	92.3%	→	91.4%	→	91.0%	→	90.8%
I have a least one coworker that I trust and can talk to about any concerns I have at work.	→	94.9%	→	96.7%	→	95.8%	→	94.1%
I would recommend my organization to others as a great place to work.	→	88.5%	→	91.0%	→	94.4%	→	93.3%

Result Key

- ↗ More favorable by ≥5 percentage points vs. average of all participants in other groups
- Difference <5 percentage points
- ↘ Less favorable by ≥5 percentage points vs. average of all participants in other groups

Percent Favorable Scores by Category and Item

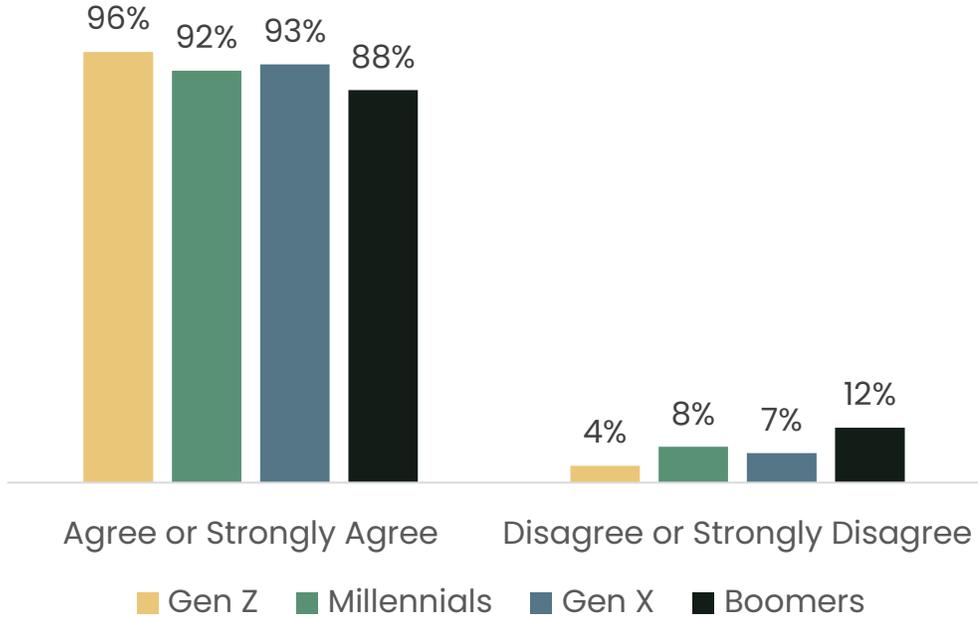
Category / Item	Gen Z		Millennials		Gen X		Boomers	
	Result	% Fav.	Result	% Fav.	Result	% Fav.	Result	% Fav.
Accountability	→	82.7%	→	81.4%	→	81.1%	→	80.6%
Consequences for poor performance are reasonable, no matter who you are.	→	80.8%	→	79.3%	→	78.5%	→	76.6%
Consequences for mistreating others are reasonable, no matter who you are.	→	84.6%	→	83.5%	→	83.7%	→	84.7%
DEI Leadership	→	84.0%	→	81.8%	→	84.1%	→	86.7%
My organization has done a good job providing education programs that promote diversity, equity, and inclusion in our workplace.	→	83.3%	→	82.3%	→	86.9%	→	85.3%
I believe that my organization has a diverse workforce today.	→	61.5%	↘	58.5%	→	63.4%	↗	73.6%
I believe that my organization has an inclusive culture today.	↗	90.9%	→	83.6%	→	86.2%	→	88.5%
Leaders at my organization work well with employees of different backgrounds.	→	93.5%	→	91.8%	→	92.5%	→	94.7%
My organization supports equal opportunities for all people.	→	90.8%	→	89.5%	→	88.4%	→	91.1%
At the highest levels of my organization's leadership team, I see people similar to me in ways that I care about.	↘	74.0%	→	76.8%	→	78.9%	↗	86.0%
Leaders in my organization communicate commitment to diversity and inclusion with the things they say.	→	91.0%	→	90.3%	→	93.2%	→	90.3%
Leaders in my organization demonstrate commitment to diversity and inclusion with the things they do.	→	87.0%	→	81.9%	→	83.0%	→	84.0%

Result Key

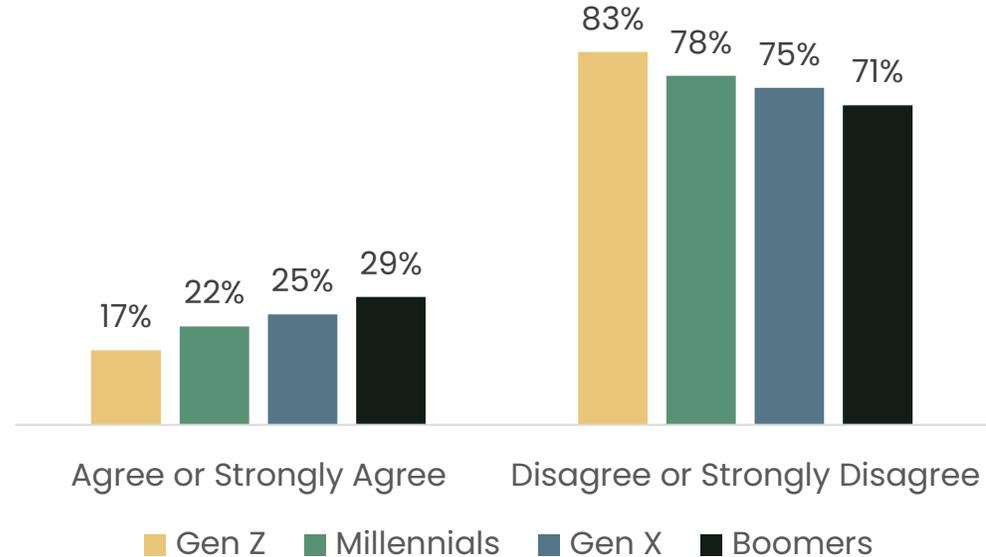
- ↗ More favorable by ≥5 percentage points vs. average of all participants in other groups
- Difference <5 percentage points
- ↘ Less favorable by ≥5 percentage points vs. average of all participants in other groups

Single Items*

I believe that diversity, equity, and inclusion should be treated as high priorities in this organization.



At this time, my organization is focusing too much on diversity, equity, and inclusion.



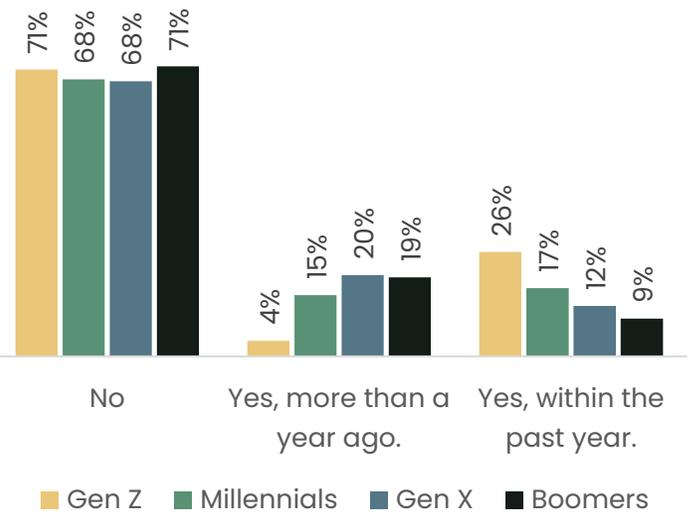
* "Single Items" refer to the 5 survey items that are not included in any of the Category scores.

Most participants agree that diversity, equity, and inclusion (DEI) should be treated as high priorities, but the rate is lower for Baby Boomers (88%) than for younger generations (>92%). At the same time, 29% of Baby Boomers and 25% of Gen X participants believe that their organizations are focusing too much on DEI, compared to 22% of Millennials and 17% of Gen Z participants. This result suggests some resistance or lack of understanding of DEI, especially among older groups.

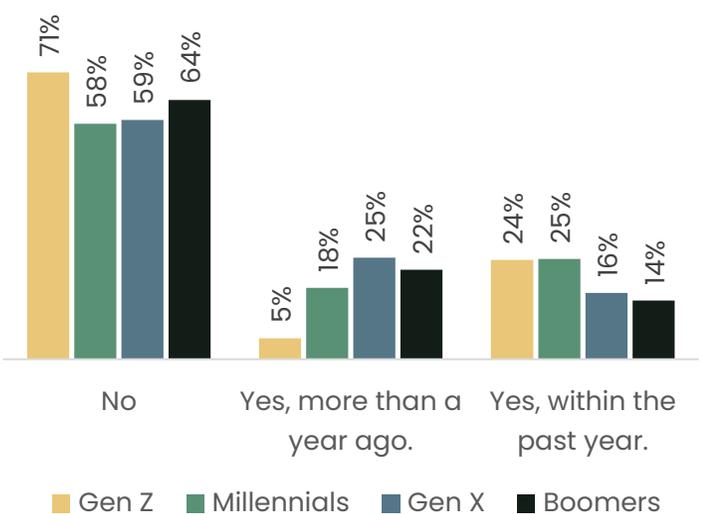
TOTAL RESULTS ACROSS THE GOLF INDUSTRY

Single Items

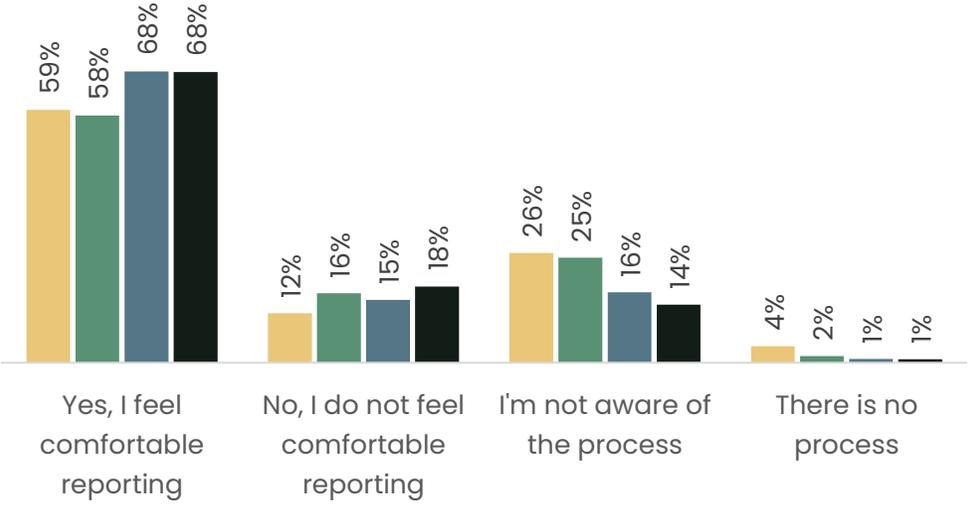
While working here, I have experienced someone treating me in a way that I believe was biased or inequitable.



While working here, I have witnessed someone behaving in a way that I believe was biased or inequitable.



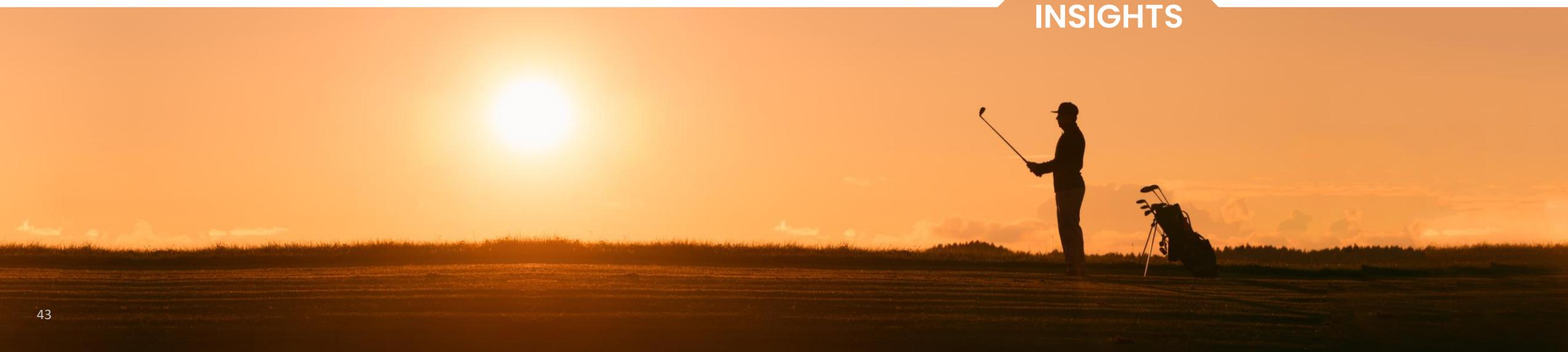
Do you feel comfortable reporting conduct you believe is biased or inequitable through the process your organization currently has in place?



Younger participants were more likely than their older peers to say that they have recently experienced or witnessed biased or inequitable behavior. They were also less likely to feel comfortable reporting such conduct.

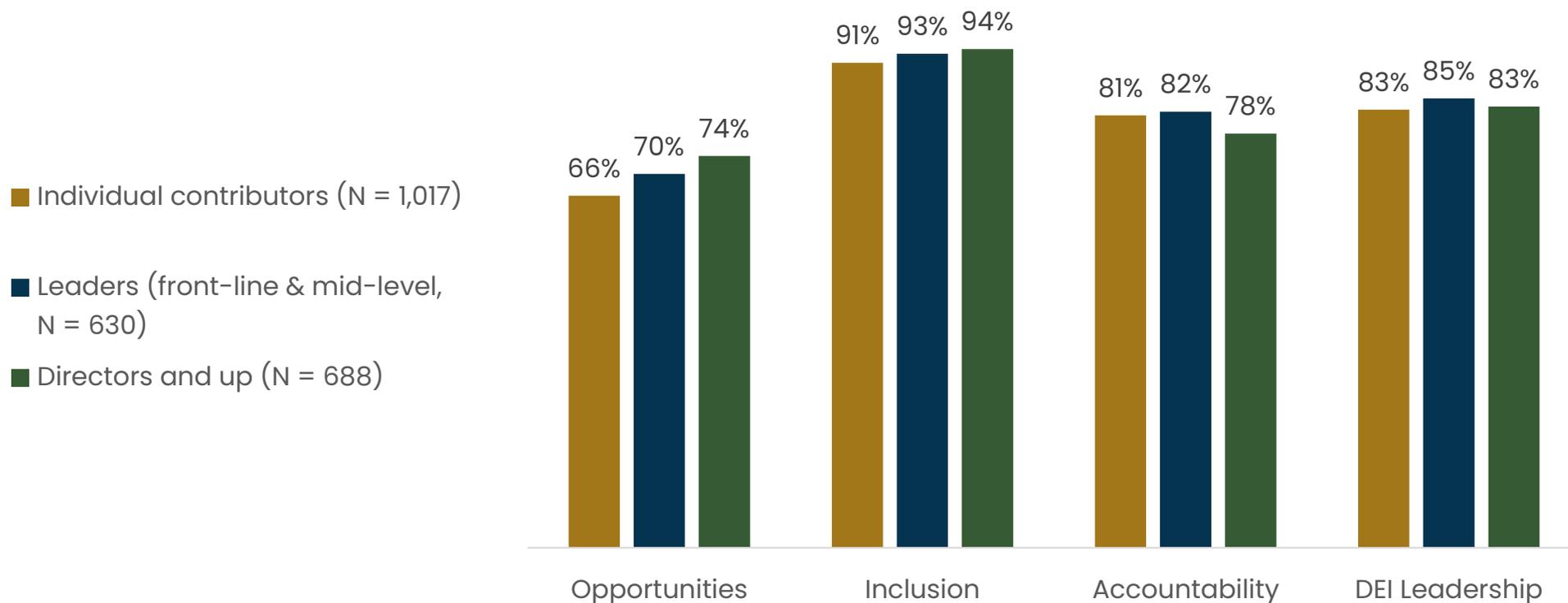
Results by Job Role

- Across all of the demographic differences studied, differences by job role were the smallest. Average scores on Inclusion, Accountability, and DEI Leadership were similar for all groups.
- Individual Contributors had a lower favorability score (66%) in the Opportunities category, compared to entry- and mid-level leaders (70%) and director-plus leaders (74%). Individual contributors felt less favorably about fairness regarding compensation and promotions.
- Organizations have opportunities to ensure that employees at all levels feel safe reporting bad behavior. The higher a person's level in their organization, the more likely they were to feel comfortable reporting conduct they believe to be biased or inequitable (57% for individual contributors vs. 70% for directors and above).



KEY
INSIGHTS

Percent Favorable Category Scores



Methodology notes. Favorable responses = Always or Most of the time & Strongly agree or Agree. Unfavorable responses = Sometimes or Rarely or never & Disagree or Strongly disagree.

Within the Inclusion, Accountability, and DEI Leadership categories, average favorability scores were similar across job roles. In the Opportunities category, individual contributors gave the lowest ratings and directors+ the highest.

Across all demographic characteristics studied, gaps between roles were the smallest, on average.

Percent Favorable Scores by Category and Item

Category / Item	Ind. Contrib.		Leaders		Directors+	
	Result	% Fav.	Result	% Fav.	Result	% Fav.
Opportunities	↘	66.3%	→	70.4%	↗	73.8%
I get useful feedback that helps me do my job to the best of my ability.	→	67.7%	→	73.8%	→	70.9%
In my organization, decisions about work assignments are made in a way that is fair.	→	77.9%	→	80.2%	→	80.1%
In my organization, decisions about promotions are made in a way that is fair.	↘	54.1%	→	58.7%	↗	66.0%
The process for career advancement/promotion is transparent to all employees.	↘	49.9%	→	57.8%	→	57.7%
I believe I am compensated fairly compared to my peers.	↘	64.0%	→	66.2%	↗	76.2%
I have opportunities to share my perspective about decisions that affect my work.	→	84.0%	→	85.7%	↗	91.7%
Inclusion	→	91.3%	→	93.0%	→	93.9%
I feel comfortable being myself at work.	→	90.3%	→	91.5%	→	93.1%
Getting to know people with backgrounds different from my own has been easy at this organization.	→	85.3%	→	88.5%	→	87.0%
My supervisor treats me like a valued member of the team.	→	93.5%	→	95.8%	→	95.3%
My coworkers treat me like a valued member of the team.	→	95.0%	→	97.2%	→	97.3%
I have a least one supervisor or leader that I trust and can talk to about any concerns I have at work.	→	89.5%	→	91.3%	→	92.5%
I have a least one coworker that I trust and can talk to about any concerns I have at work.	→	96.1%	→	94.2%	→	97.1%
I would recommend my organization to others as a great place to work.	→	89.2%	→	92.8%	→	95.2%

Result Key

- ↗ More favorable by ≥5 percentage points vs. average of all participants in other groups
- Difference <5 percentage points
- ↘ Less favorable by ≥5 percentage points vs. average of all participants in other groups

Percent Favorable Scores by Category and Item

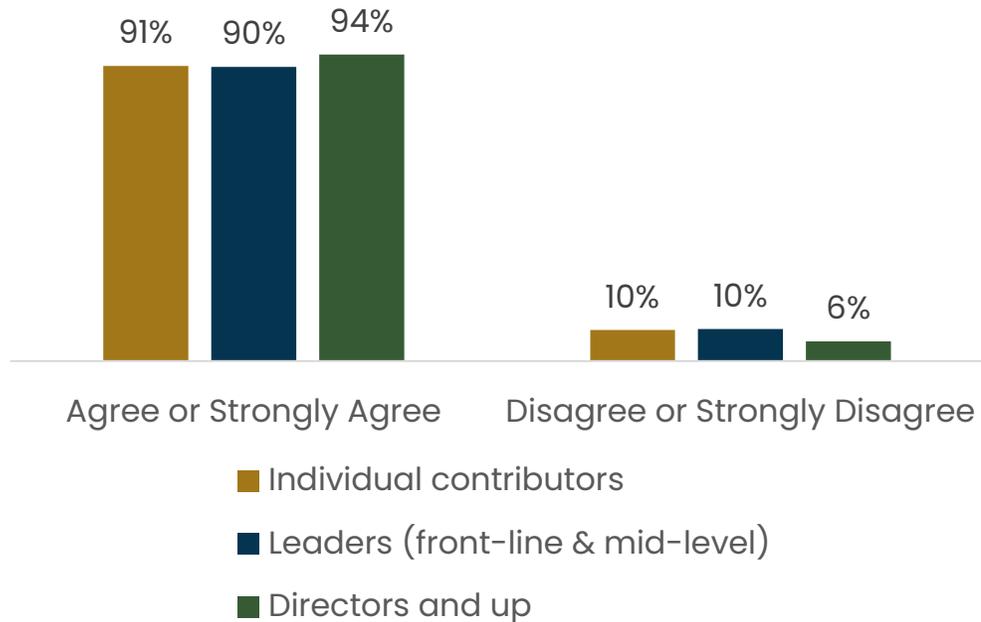
Category / Item	Ind. Contrib.		Leaders		Directors+	
	Result	% Fav.	Result	% Fav.	Result	% Fav.
Accountability	→	81.4%	→	82.1%	→	78.0%
Consequences for poor performance are reasonable, no matter who you are.	→	78.8%	→	78.4%	→	76.3%
Consequences for mistreating others are reasonable, no matter who you are.	→	84.0%	→	85.8%	↘	79.7%
DEI Leadership	→	82.5%	→	84.6%	→	83.1%
My organization has done a good job providing education programs that promote diversity, equity, and inclusion in our workplace.	→	84.6%	→	84.3%	→	83.4%
I believe that my organization has a diverse workforce today.	→	63.4%	↗	69.7%	↘	56.0%
I believe that my organization has an inclusive culture today.	→	84.1%	→	86.2%	→	86.8%
Leaders at my organization work well with employees of different backgrounds.	→	92.3%	→	91.8%	→	92.6%
My organization supports equal opportunities for all people.	→	88.5%	→	89.5%	→	89.1%
At the highest levels of my organization's leadership team, I see people similar to me in ways that I care about.	↘	75.4%	→	80.4%	→	81.5%
Leaders in my organization communicate commitment to diversity and inclusion with the things they say.	→	90.6%	→	90.9%	→	92.7%
Leaders in my organization demonstrate commitment to diversity and inclusion with the things they do.	→	81.3%	→	84.1%	→	82.7%

Result Key

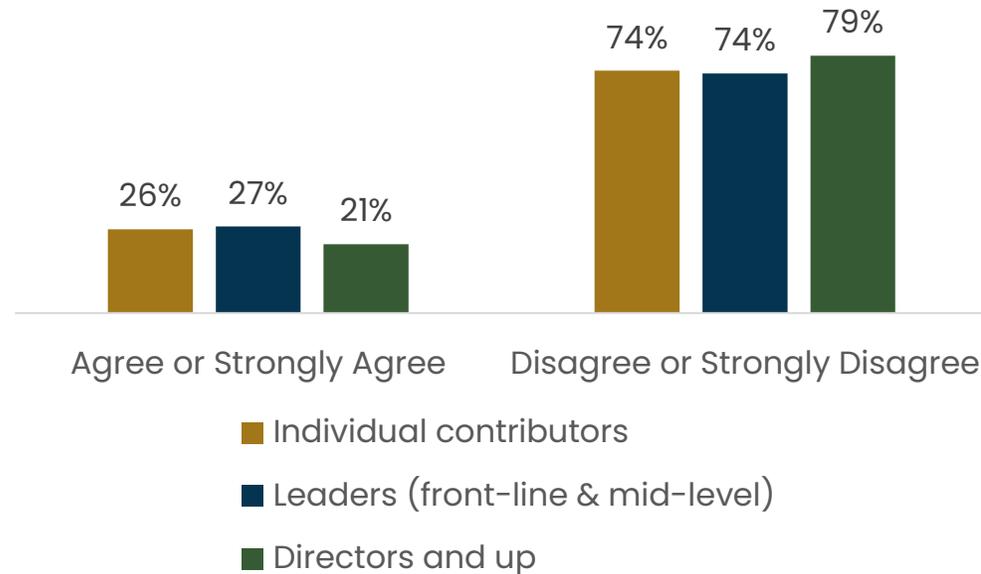
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Single Items*

I believe that diversity, equity, and inclusion should be treated as high priorities in this organization.



At this time, my organization is focusing too much on diversity, equity, and inclusion.



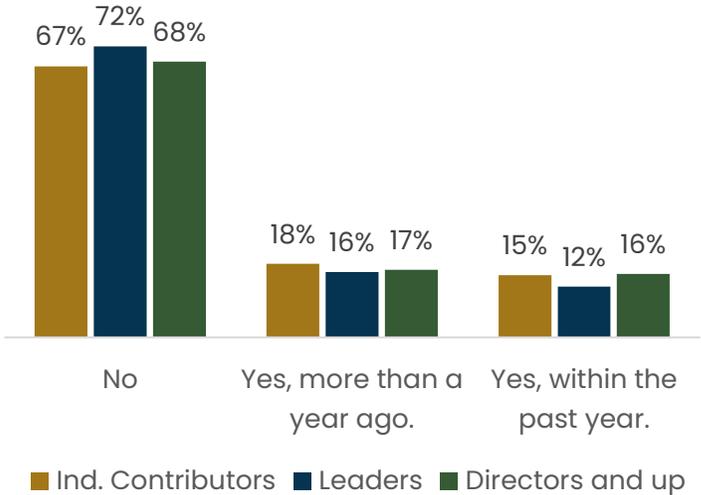
* "Single Items" refer to the 5 survey items that are not included in any of the Category scores.

Over 90% of participants agree that diversity, equity, and inclusion (DEI) should be treated as high priorities. At the same time, >20% of each group believes that their organizations are focusing too much on DEI. This result suggests some resistance or lack of understanding of DEI, especially in roles below Director level.

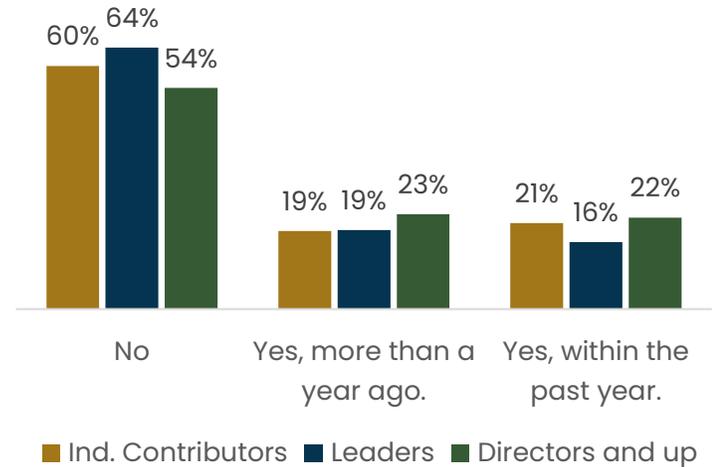
TOTAL RESULTS ACROSS THE GOLF INDUSTRY

Single Items

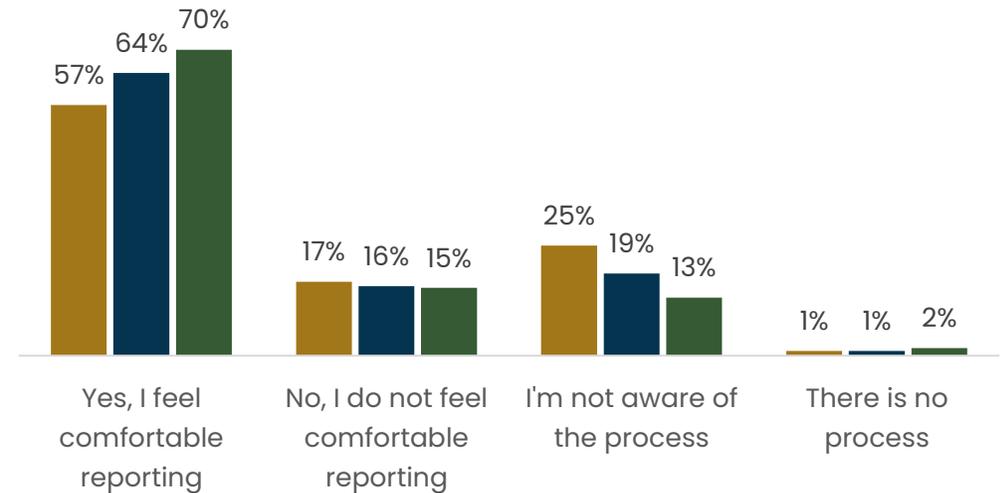
While working here, I have experienced someone treating me in a way that I believe was biased or inequitable.



While working here, I have witnessed someone behaving in a way that I believe was biased or inequitable.



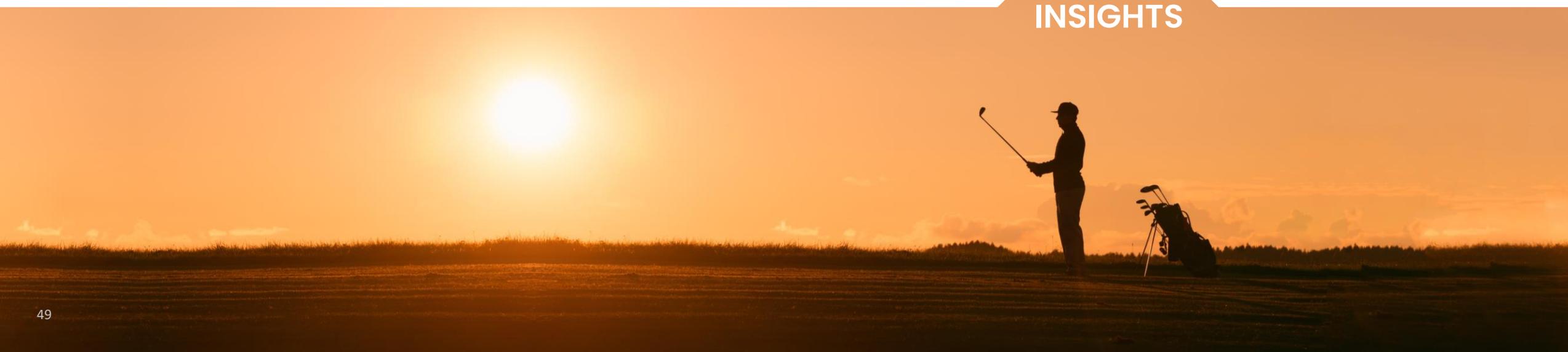
Do you feel comfortable reporting conduct you believe is biased or inequitable through the process your organization currently has in place?



The higher a person's level in their organization, the more likely they were to feel comfortable reporting conduct they believe to be biased or inequitable (57% for individual contributors vs. 70% for directors and above). Rates of experiencing and witnessing such conduct were similar across job levels, though lower for front-line and mid-level leaders vs. levels below and above. These results suggest opportunities to ensure that employees at all levels feel safe reporting bad behavior.

Open-ended Responses

- The last survey item was open-ended and asked if there is anything else you would like the DEI Golf Industry Collaboration to know. About 5% of participants (N = 124) wrote in responses. This section includes themes and examples from those responses.
- It is important to keep in mind that 95% of participants left this item blank, and that we cannot determine how widely-spread any of these sentiments may be across the golf industry, based on this survey alone.



KEY
INSIGHTS

Cliques and in-groups are a barrier to workplace inclusion, especially for women.

While many commentors had very positive things to say about their workplace cultures, some people reported feeling excluded. In particular, several women said that the male-dominated culture made them feel uncomfortable or unwelcome, hindering their ability to develop good rapport with coworkers and leaders.

I believe inclusion is a big problem with this organization. I myself can go a whole day without anyone talking or acknowledging me and I have witnessed others who are ignored as well. There is a definite High School Clique feel here. There have been conversations near my workspace, and I have been given a dirty look when I tried to add something to the conversation. I have stopped trying to converse with most people here now.

Diversity, Equity, and Inclusion needs to include women, different age groups, and people coming in from outside of the organization to join the team. These three areas all apply to me and I have found each of them challenging within this organization. People that have been here for long periods of time collectively are not very welcoming to new team members coming into management from other organizations. It is a difficult and challenging environment.

My organization has built an inclusive culture. I've been in the industry for many years and this is hands down the best culture over those years. I've recommend working for this organization to all former coworkers, friends, and others that I've crossed paths with. I wish to finish my working career with this organization, and will do anything I can to continue growing the amazing culture that has been built.

The industry is welcoming to women on the surface. However, in my experience, the men always gravitate toward each other and befriend each other. It is hard to build a rapport with the all-male leadership at my organization, as, in group settings, they speak primarily to other men, slapping each other on the back and talking about sports. To be clear, I don't want to be slapped on the back, and I get we gravitate toward what is most comfortable and familiar to us, but I would like the same opportunity to connect with the leaders, to feel that they care to know about me. The lack of opportunity to build rapport I feel absolutely affects my opportunities for advancement and even just a general appreciation/awareness of the work I do for the association.

Some believe that compensation and promotion opportunities vary by race and gender.

Participants raised some concerns regarding fairness of compensation, promotions, and accountability across demographics. A few respondents were confident that women were paid less than men for the same position at their organization, and several others expressed similar concerns about compensation and promotions for employees of color.

There is a gap in female and male pay for the same roles and responsibility with no effort to close that gap.

I am aware of disparities in merit increases between males and females with similar performance ratings, and have concerns that males are receiving higher salaries than their female counterparts.

The question about comparable compensation is tough to answer. Many organizations do not formally have that transparency. How is one to know if they are getting paid fairly compared to others in the organization? A person who is marginalized may not feel comfortable having that conversation with co-workers and could be underpaid because of their race, gender, etc.

I am the only minority in an office of over 20 people. I believe that has affected any opportunities to be promoted to a leadership position.

The men in my department are treated with different standards than the women. I am often held stringently accountable to rules including work structure and etc., while the men are not held as accountable - hearing directly from management that they don't want to deal with the conversation with the men and so hold only those accountable that they feel are most easily managed. I have heard similar experiences from co-workers including one instance of a team leader sharing with the team that another team member was "for a mom, not an bad employee," essentially saying that moms are automatically put into a different category of employee than non-moms.

Some employees believe that promotions are unfair in general.

Several survey respondents expressed dissatisfaction with their organization's decision-making process for promotions, feeling that hard-working people are passed up and that favoritism is often at play. They believe that this issue exists across demographics.

When people speak up in our organization, it is never addressed or it is brushed under the rug. Because of this culture, many do not speak up since they have been met with a slap on the wrist or demotion for doing so. The bad seeds continue to get promoted instead of fired, when the hard working people get overlooked. A common joke is that the less you do and worse you perform, the more advancement you get in the organization.

Across the board, my organization has a lot of false promises when they state that they promote from within. And this is regardless of gender/ethnicity/etc. People who should be earning promotions don't get them and my organization loses valuable staff that truly care. My organization needs to look in the mirror and realize that they don't put their money where their mouth is. Outside hires coming in as managers cause more confusion and a loss of productivity and its frustrating to see when internal employees have risen to the occasion and led the team when needed don't get the promotion they deserve.

I don't feel recognized, appreciated or that opportunities exist in my org, but that is not due to my race, gender, religion, or any other group you may want to put me in. It is because my org is a small non-profit that squeezes its employees for all they've got for as long as possible without promoting or identifying career growth opportunities. Lack of recognition, value and growth here has nothing to do with race.

The one thing that I've seen that causes good quality people to leave is the compensation and promotion process within the company. People work really hard because they care about the work they are doing even if it means what they are making is far below their market value. Promotions are few and far between, and being loyal to the organization doesn't seem to help you in that sense - it might actually hurt. I've witnessed very qualified candidates get passed up for promotions due to favoritism or no explanation at all and it leads to a plateau, feeling under valued and eventually looking for other opportunities. I enjoy working here and see the value in what we do, but there seems to come a time where quality of life due to compensation and lack of promotion leads good employees to jump ship.

Some conservative employees consider DEI an attack on their beliefs.

Participants indicated that their organizations' DEI initiatives exclude or offend people with conservative political and religious beliefs. Some believe that DEI initiatives threaten their freedom of expression and consider them to be an unwelcome, political intrusion into their workplaces.

There is so much focus on diversity and inclusion of the secular worldview, that any conservative thought is shunned and shushed. We've gone so far to the left that we are truly not inclusive of conservative ideas or even those in the middle.

An extremely liberal tone is being disseminated throughout this organization and for those of us that are conservative it is offensive. It smacks of a political and social agenda being inflicted upon us and it makes work life very uncomfortable....it is unwelcome. Please stop!

Conservative view points are excluded from this entire program. Members of the Christian community, especially those in leadership, have been silenced by this equity program. This program is targeted at inclusion for the socially popular groups of today rather than inclusion for all.

I detest this kind of rhetoric and do not want to see my company sponsoring it in my work place. There's a difference between encouraging people to act respectably/appropriately in the work place and teaching people to view each other through a racialized or gendered lens. I find rhetoric like what is in this survey usually claims to promote 'inclusivity' by heightening people's awareness of their coworkers' race and gender, leading only to feelings of division and even distrust. I never see anything good come from this kind of politics, especially in a place of work, where politics doesn't belong.

There seems to only be a concern with certain types of diversity. Diversity of religion, politics and thought are becoming increasingly extinct as we focus on pleasing and becoming a politically homogenous organization. When we exclude certain types of diversity to the elevation of others, we lose all virtue that comes along with diversity. We need to stop looking at the trends of Twitter and other sports organizations and have a real conviction about what true diversity looks like and means. I do not need to show many examples to highlights how there are only a select few groups we care about including.

Some people think that DEI requires lower standards and quotas.

A common theme among DEI-skeptics was the belief that hiring and promotion decisions would be based on race- or gender-based quotas rather than merit, leading to unfairness and causing the industry to suffer. Most participants who wrote about this idea were white men. Underlying this concern is an assumption that hiring and promotion decisions have been fair in the past, and that women and People of Color are not talented enough to earn the job without quotas.

I believe that everyone should be treated equal and fairly. On that note, diversity, equity & inclusion is starting to be taken too far as it is now becoming reverse discrimination against people who do not fit the in that group. An example of that is affirmative action that some governments are trying to require for high level positions. The best person should be considered for the position no matter who they are or what background you have.

Simple rule for society in general... treat others as you would like to be treated. That would solve 90% or more of the issues. Choices should be based on merit, skill, the ability to do the job at hand, and content of character. Not based on how many different (name a group) are represented in an organization. If you had a life threatening problem, you likely wouldn't care what color, ethnicity, sex, gender, etc... your doctor is. You would just want to know that they are the very best at what they do. If you want to have a successful organization, decisions should be made the same way.

How do we get rid of racism by having quotas for a certain race in hiring? How do we get rid of sexism by having quotas for a certain gender in hiring?

Organizations in the golf industry and all industries in general should hire and promote the most qualified candidates. And not hire and promote based on how 'diverse' a candidate is.

Growing up we didn't have diversity and inclusion programs in school or at work. Now we hear that companies are pushing these programs and shifting a focus in the hiring process to create a more diverse, inclusive workforce. It makes people of color feel that we cannot succeed and be promoted without the hiring manager giving us special consideration based on what we look like. We are able, we are capable, we are as talented as the 'majority' and should be hired/promoted based solely on our experience and skills.

Some people worry that DEI practices harm white people.

A few participants recalled specific DEI-related efforts that they considered unfair to white people. Some of the most challenging barriers to DEI success involve myths, misconceptions, poorly-communicated or poorly-executed DEI efforts, and perceived threats to traditional majority groups.

Under the pretext of “moving the needle” in favor of DEI initiatives, I’ve been required to interview candidates who have no experience or qualifications for open positions only because they are African-American, and I’ve been told that I can’t hire Caucasian candidates, even if qualified.

I’m all in for diversity and inclusion but when it gets forced on you and the policies, processes and procedures are only focused on a certain group or groups it loses its effectiveness and the focus diminishes. At this point in time, the way all of this is forced on everybody in the company and the world for that matter, it feels like if you are not part of one of the minority groups, that diversity and inclusion is focused, on you will not succeed in the company and if you are not part of that same minority group(s) and you voice your opinion, even if the opinion is positive and just sharing how you feel, you will be labeled and will be ostracized.

It's clear now that promotions are no longer earned, but given to reflect a diverse workforce according to gender & race, and based on my pay increases in 2020, and 2021 being the lowest I've received in over 20 years, there's no doubt in my mind that pay increases are now being divided evenly to avoid any accusations of not receiving a better pay increase based on gender, race, sexual orientation etc.

Lack of representation in leadership is a significant DEI barrier.

Golf's historical lack of diversity, both within industry leadership and in the sport itself, continues to be a major barrier to change. Although race and gender diversity among athletes is gradually increasing, industry leadership continues to be dominated by white men, and many employees believe that true progress will be hard to come by as long as leadership is largely homogenous.

The leaders are all white and have no grasp of what it is like to be non white especially in a sport that has an image of old white guys.

When I started I was shocked at how few women there are at my location. I rarely if ever speak to another woman during the day even when in meetings that are 10-20 people.

I do not believe we have enough representation (gender, ethnicity, race) at leadership levels and that will impact the industry and our organization until it is better balanced.

The workplace is quite diverse in the hourly ranks. Managers and upper management that I come in contact with are mostly white men.

I think the game itself tends to be very exclusive and segregated. Much of what we hope to do to improve diversity in our company is not realistic because so few minorities (relatively) play the game and/or live in the northeastern US, where we are located.

While my executive director works very hard to make the association staff feel included and promotes and hires people that are diverse, our executive committee does not put the same emphasis on this important effort. It would be nice to see at least one minority or more than two women on our committee of well over a dozen older white men. I think the executive committee should reflect the population of players in the state and the team of staff working here, but that is far from the case.

I view women as one of the segments that continue to need to be included more in the diversity, equity and inclusion conversation. The golf business by its historical origins continues to be predominately white males. 90% of our top leadership are male. I have not experienced an annual review or opportunity to discuss upward mobility in responsibilities and financially.

Some participants are optimistic about their organizations' DEI efforts.

Some participants, representing a wide variety of demographics, expressed optimism about their organizations' actions around DEI. Some feel like their leaders are truly committed to change and have seen improvements to workplace diversity and culture in recent years.

Candidly, there was not a lot of focus on DE&I by the prior leadership and I am in the process of changing all of that. This survey/study is perfect for us as we are shifting the mindset here. It saddens me that our section is this far behind, but I am excited for what we can become.

I have worked for three different Golf companies. Each of them were exceptionally strong supporters of EEO, D&I, DEIB. I can not say this of all industries I have worked.

My organization is a wonderful place to work and I feel that as a company we are working towards a more diverse and inclusive culture in addition to adapting with regards to work/life balance.

I was very happy to hear that with the renovations that there would be gender neutral bathrooms installed. It is a big step in the right direction! I believe rather than sending an email to teach us about some part of history it is really showing the changes the company is making. Also the previous emails for Pride Month and Juneteenth were very nice to receive.

At my organization, I've seen a lot of change over the years. I can honestly say our organization is making a legitimate effort to change the landscape in the golf industry. I can say without question that our executive leader 'gets it' and his commitment is real.

I have been an employee here for many years and the culture has improved so much in recent years, which makes me extra proud to be a part of the organization.

The efforts of the organization and to incorporate DE&I has certainly made me more aware of how my own biases can impact decisions - which also allows me to consider additional perspectives beyond my initial reaction.

Being at this organization for 20 years, I recognize the huge steps it's taking ...transitioning from a good ol' boys club to a modern, diverse, global company. But there is still a lot of work to do.

Some people question the authenticity of their organizations' DEI efforts.

The perceived DEI challenge that was most often discussed was that current efforts feel inauthentic and reactive to current social pressures rather than coming from a place of genuine desire for change. These employees are concerned that their organizations' DEI efforts are doomed to fail if leadership isn't truly committed to lasting change. These sentiments were most commonly expressed by women and People of Color.

Lots of room for improvement but I think it has to stem from a genuine place based on action. A lot of lip service around this topic has been done in recent years. I'd rather just see the actions and know that it isn't some effort to check boxes.

The marketing department in my organization is terrible about diversity and inclusion. They had no idea what the difference between diversity of what you can wear on the course compared to diversity between people, ethnicity, background, etc. They launched a campaign called "make golf your thing" which is just a PR stunt.

At this time I think there has been more focus on this only due to society pressures and what's going on in modern day current media. We have a long way to go, but its a start.

I appreciate the push for DI&B, as it's a driving force in our society today. We must make all feel comfortable and welcome. That said, it feels extremely forced and borderline artificial when all of a sudden in 2020-2021 someone flips a switch and crams it down our throat every single day and week. This does not feel like a push from the greater associate base, but a push from an HR point of view to check a box. When you are featuring all of our [few] African American associates on a bulletin and highlighting their favorite songs and food, again, just feels a little forced and shoe horned into a companywide initiative. Love the work you're doing, but there has to be a more authentic approach to this kind of stuff.

Our organization tries to make change, and I truly appreciate the effort. Change takes time, education, money, and resources, which I think our organization has committed to and I'm grateful for this. But real change takes transformation of the heart, and I think as long as we have people in powerful corporate roles and positions that haven't experienced a heart change (and are more concerned with bottom lines and external brand reputation), a genuine movement forward in the DEI space will continue to be hindered.

DEI recommendations include awareness, outreach, and education.

Some participants offered suggestions for improving the industry's DEI efforts. Common recommendations included improving bias training for staff and leaders, creating more opportunities for the sport's visibility among diverse communities, and giving underrepresented groups more spaces to have input into the industry.

I think our staff needs better training in implicit bias and bias training. I have experienced bias that I do not think people are even aware.

I believe that DE&I is a great initiative for any organization - however, before organizations speak highly about DE&I, I think it is important to have an education/training program for any leaders/supervisors to learn their management skills to make their employees feel that they are respected members of the company. I think this skill can be learned and must be learned before promoting someone to become a leader of the team.

Would like to see a joint golf industry website for golf job opportunities so they can get more visibility to a wider number of people.

I think we as a golf organization should do more to promote the game of golf to Black, Hispanic, Arab and Asian communities. We are so focused on the 'Business' that is happening now, which is only concerned with Tour athletes or those who could be potential pros in the near future. We don't think far out enough to realize that cultivating these communities would pay off in the long run. We could also be pioneers in a sense.

Golf needs more women and people of color to be in leadership positions, to be designing, creating, and marketing products- at the very least, we need to allow space for their opinions and feedback.

Opportunities for learning to play golf when you're not a golfer need to be advertised and promoted. I don't feel like I have the opportunity to get to know the game of golf.

Communications

Key findings

- Common misconceptions about DEI, for example, assuming that DEI requires quotas and lower standards; a bias that “different equals less than.”
- Many believe that their organizations are focusing too much on DEI now. At the same time, the survey revealed that underrepresented demographic groups experience their organizations less favorably, on average, compared to majority groups.
- Some of the most challenging barriers to DEI success involve myths, misconceptions, poorly-communicated or poorly-executed DEI efforts, and perceived threats to traditional majority groups.

Recommendations

- HR Leaders facilitate discussions with organization’s leadership to assess current state and guide development of the organization’s definition of DEI success, business case, and approach to DEI implementation. Outcomes should apply to every member of the organization across race/ethnicity, gender, and other identities.
- Launch campaign to position DEI as an opportunity for a predictable positive experience for all employees; disrupt DEI myths and misconceptions.
- Organizations to communicate high-level findings, next steps, and key strategic plan elements as part of all-staff DEI facilitation/discussion.

Culture

Key findings	Recommendations
<p>Compared to their majority-group colleagues, underrepresented demographic groups were more likely to:</p> <ul style="list-style-type: none">• report they have experienced and witnessed biased and inequitable treatment, in their workplaces within the past year• report that they do not feel comfortable reporting biased or inequitable behavior• indicate that accountability is inconsistent• feel excluded at work, both socially and in terms of access to development and advancement opportunities	<ul style="list-style-type: none">• Organizations to set clear expectations around expected behaviors and pillars of the culture. Clear and confidential channels for reporting behaviors, bias, or negative experiences that go against company expectations should be solidified and promoted widely and regularly. Ensure that people who report are protected from retaliation.• Organizations to examine internal systems and process to ensure that feedback is administered to employees on an equitable basis and that advancement/assignment opportunities are transparent, candidates are fairly assessed, and decisions are fair.• Launch communication initiative to mitigate feelings of in-crowd versus out-crowd for those who play golf versus those who don't. Highlight value of all perspectives in decision-making and strategic considerations.



Workforce

Key findings

Survey participants were 41% female, 15% People of Color (race/ethnicity groups other than white), and 2% LGBTQ+. These figures demonstrate that the golf industry is less diverse than the American labor force. The industry can take action to better attract, engage, and retain diverse talent across all dimensions of difference.

Compared to their majority-group colleagues, underrepresented demographic groups were more likely to:

- believe that access to opportunities can be unfair
- experience leaders who are not well-equipped to lead or build relationships across differences
- indicate that their organizations and leadership teams are not diverse today

Recommendations

- Organizations to examine internal systems and processes to track, measure, and address gaps or bias in the hiring and promotion process, especially at higher level positions.
- Organizations to implement training, education, and facilitations to educate workforce on DEI and equip people leaders/managers with the skillsets needed to lead across differences and build optimal teams and culture.
- Assess the organization's current recruiting strategies through a diversity lens. Consider what is currently being done to build partnerships with minority-serving schools and organizations. Create targeted strategies to recruit qualified talent across gender, race/ethnicity, LGBTQ+, and other differences.
- Examine onboarding and engagement programs to ensure that all new hires, especially from underrepresented groups, are made welcome, learn the written and unwritten rules for success, and have resources to support their success. Measure and track retention differences by demographics.

THANK YOU

This report was prepared by:

