# Identifying strategies for event professionals to incorporate DEI (diversity, equity, and inclusion) practices into their work

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# Purpose Statement & Research Significance

While diversity, equity, and inclusion (DEI) has been a regular topic of interest & priority in traditional businesses, innovative companies, & politics for over a decade, the events industry seems to be lagging behind in its participation in this discourse.

Despite research showing that the most diverse & inclusive companies are more likely than ever to outperform less diverse peers on profitability (Dixon-Fyle et. al), little literature exists to inform event industry professionals about how they can incorporate DEI strategies into their work. This implies a gap in opportunities for event professionals to reap the benefits & competitive advantage afforded to those that apply DEI strategies to their work in other business sectors.

This original research is intended to identify strategies *for* event professionals, informed *by* event professionals, to incorporate DEI practices into their work in order to begin closing the gap in DEI standards, knowledge, and strategies within the industry.

# Literature Review Summary

#### What does the literature say about this topic? What studies are you building on to make your case for the importance or significance of your research project?

Five scholarly articles were used in the literature review for this research project, all pertaining to the experiences of event attendees of marginalized identities (including race, gender, sexual orientation, and disability). One article from a "sister industry" was also used, which pertained to travel and tourism strategies for inclusion leveraged by public parks and recreation agencies.

The scholarly research utilized for the literature review indicate three key findings:

- 1. Guests believe that ensuring DEI is infused into an event is the responsibility of the event manager/planner
- 2. Guests with marginalized identities notice when DEI practices are infused into event communications and planning, and when they're not
- 3. DEI is a relatively new domain for the events industry, and there is still much research to be done and progress to be made

Currently, literature on DEI in the events industry is light, indicating a significant opportunity for further research.

# Literature Review Summary

What studies show the importance of your research design and validate the format and method that you have chosen? What studies can help you interpret the findings you hope to draw if you were to conduct the research?

Of the five industry-specific scholarly articles used in the literature review for this research project, three used qualitative methods and two used quantitative methods. The three qualitative studies utilized in-depth, semi-structured interview formats with their participants (Dashper & Finkel; Weber & Lugosi; Ong et al).

Ong et al. cited researchers Stokes & Bergin (2006) in their explanation as to why they took this approach, and how it connects to their view of DEI:

"In-depth interviews were conducted as they allowed for a deeper exploration of how an event is judged to be inclusive based on the unique experiences and identities of the participants. The private nature of such interviews is essential to encourage participants to volunteer ideas that may be personal in nature, without feeling the need to provide a socially acceptable rationale."

Questioning the inclusivity of events: the queer perspective was the only study to interpret its findings from multiple lenses. Ong et al. did this by leveraging Social Dominance Theory (SDT) as a means to explain the need for DEI in events as institutions, beyond the individual. Without this approach, the call for infusing DEI into events can be seen as an individual issue rather than a paradigmatic one. Maintaining this perspective will help to draw findings that holistically contextualize the responses and experiences of the interviewees..

### Methodology & Data Collection

What methods did you use to find out the answers to the questions you have? What form of inquiry – qualitative or quantitative or mixed – did you use and why is it the most appropriate one?

In total, thirty interviews were conducted with an array of event professionals. All interviews were conducted via Zoom or Google Meets. Interviews lasted an average of 30 minutes, with the shortest lasting approximately 20 minutes and the longest lasting approximately 45 minutes. Each participant was asked the same series of questions (see: Appendix), with questions only skipped if sufficient information pertaining to that question was provided by the participant in a previous question. Probing questions were introduced if the researcher deemed the substance of the initial response insufficient, incomplete, or confusing.

Participants were told at the start of the interview that the researcher would be transcribing notes by hand (not recorded), and that the notes would not be attributed to them by name or other identifiable information. This was an important step for the researcher in her data collection, as it relaxed the participants and allowed them to speak freely without fear of wording responses in a potentially problematic way.

As mentioned in the Literature Review Summary, the methodology for this study was qualitative due to the sensitive nature of the topic at hand. Diversity, Equity, and Inclusion is, at the most basic level, about identity and the advantages or disadvantages one experiences as a result of the lived experiences associated with their identities. While a quantitative approach may have resulted in data that was easier to interpret, it would have likely missed the nuances that come with the vulnerable, authentic dialogue of a one-on-one, in-depth interview.

### Methodology & Data Collection

#### What sample selection process did you employ and why (probability or non-probability sampling)?

To identify the appropriate respondents for this research project, non-probability sampling was employed. The sampling selection started with initial outreach to ten event professionals with direct contact to the researcher. Upon completing these interviews, the researcher asked if the participant if they knew of any other event professionals that may be interested in participating in this study, given their knowledge of and experience with DEI. Therefore, the *snowball method* was used to reach the goal of thirty participants.

#### Of the original ten participants:

- seven indicated they knew at least one person who would be interested in participating and contacted those professionals directly by phone or email;
- two indicated they could not recommend anyone directly, but would post information about this study in a relevant social media group (Facebook) to garner interest:
- one shared that they did not have the time to reach out to or refer additional participants

Unsurprisingly, the most fruitful return was from the seven participants who made direct contact with their recommendations. Referrals from each of these seven original participants resulted in an average of 3.42 actualized participants per person. Two of these snowball participants also referred a third round of participants to reach the goal of 30 total interviews.

#### Research Results Overall

Overall, the 30 live interviews resulted in a data set of nearly 50,000 words for the researcher to review and analyze. This data was captured by the researcher in the form of typed notes that were transcribed in real time.

Raw notes were first cleaned up of any typos that came as a result of live transcription and edited to be read in bulleted form instead of paragraph form. Bulleted responses were then organized into a 10x30 table, with the responses to each of the 10 questions organized by participant. Responses were then read and reviewed twice by the researcher: once by column, revealing themes within the narrative provided by each participant, then once by row, revealing themes for each question across the range of participants. The researcher annotated the responses during each of the reviews she conducted. The annotations were then utilized for the final analysis, which was a *thematic analysis* of the collected data.

The following 10 slides reveal the results from each of the ten questions asked. Each slide includes the question asked of the participants and a written summary of the patterns (similarities and differences) across the participants.

#### "How knowledgeable would you say you are about diversity, equity, and inclusion (DEI), either within or outside of the events industry?"

This question was left open-answered instead of being asked on a scale in order to allow the participants to respond in a more dynamic and nuanced way. Interestingly, the majority of participants (22 of 30) naturally responded with a number on a 1-10 scale (10 being the most knowledgeable) without prompting. Those 22 all rated themselves between 5 and 9, with the average answer being 7. The other 8 respondents provided longer answers, which the researcher would map to appx 7-9 on a scale of 1-10.

This question revealed two buckets of planners:

- Bucket 1: rated themselves modestly (5-7) with highly contextualized rationale regarding their own identities and how these identities impact their work.
- Bucket 2: rated themselves higher (7-9) with loose or generalized rationale as to why.

These two distinct buckets indicate a propensity for planners with the most significant DEI knowledge to see their DEI journey as a never-ending learning and unlearning of systems of oppression and how these systems impact their work/the industry as a whole. By contrast, planners with less extensive DEI knowledge (indicated by the level of nuance and generalized language used in their response) tended to rate themselves slightly higher, seeing DEI in a more simplistic light.

# Research Results Q1: Quotes

"How knowledgeable would you say you are about diversity, equity, and inclusion (DEI), either within or outside of the events industry?"

Bucket 1: rated themselves modestly (5-7) with highly contextualized rationale regarding their own identities and how these identities impact their work.

"Hmm...well, I'm a White, straight, cis woman without a disability - which impacts my response. I'd give myself 6 out of 10. I'm a planner & the co-founder of [redacted], which focuses on this work. I participate in a lot of continuing education and workshops. So, I'm aware that there are systems in place we're fighting against which are deeply embedded in society and therefore in ourselves."

Bucket 2: rated themselves higher (7-9) with loose or generalized rationale as to why.

"I think I'm extremely knowledgeable. I keep on the cutting edge of all aspects of learning and the industry. I've traveled the world, seen people of all colors, religions, sexes – I'd say I feel very knowledgeable."

"In your \_\_\_\_ years of event experience, can you recall partaking in any discussions related to DEI in events? What was the appetite for this topic?"

Almost one-third of participants claimed that DEI is a topic they care a lot about, and have for a long time, but couldn't recall having colleagues in the industry who were interested in discussing DEI in any formal capacity before 2020.

24 of 30 participants made reference to the racial uprisings during the summer of 2020, following the murder of George Floyd, and how this became a catalyst for discussions about DEI. These participants had shared recollection of DEI-related webinars and workshops cropping up seemingly overnight. They recalled this shift feeling "jarring" and "inauthentic," though some remained hopeful that this interest was coming from a good place.

Professionals who were occupied roles that were more junior (below manager-level) had similar experiences with an incongruence between their interest in/knowledge of DEI, generationally thanks in part to social media, and what they were able to ask about and/or share in professional settings.

"In 2020 when racism was being acknowledged - you know, people realized racism exists [sarcastic] - conversations finally began to happen. [...] Most of what I've encountered hasn't been formal, but me and the people around me just trying to learn as best as we can, and learning from what we see in other industries. The wedding industry, specifically, is so behind in this area"

#### "In your opinion, what would planning an "inclusive" event entail?"

This question drew parallels to question #1 in that participants had a clear demarcation like their responses dependent on one thing: whether or not they've actively thought about inclusion in the event process.

21 of the 30 professionals interviewed provided answers of varying lengths but all included at least one specific example of what inclusion looks or feels like at an event. These planners either infused this example into their own work or experienced this example as a participant with a marginalized identity at an event that wasn't their own. By contrast, 9 of the professionals were either unable to answer the question or spoke vaguely about inclusion without providing a specific example(s).

"Inclusive should always be the goal, and the bare minimum at that. For example, I haven't done an event for anyone with a disability, if I did get a disabled client - which I would love to - I would feel like it would make a real difference to hire vendors who are already doing the work to accommodate them versus doing so just to make money at this one event. Truly inclusive events are staffed by people who have already been thinking about the clients needs."

#### "Are there any identities you find to be underrepresented in the events profession?"

This question elicited the greatest average number of words in the responses recorded by the researcher (~200), and caused a more even distribution of responses than any of the other questions. Participant responses ranged from very confident "yes's" to very confident "no's." The majority of participants responded somewhere in the middle, with disclaimers such as their answers are limited to their own experiences, and therefore they aren't seeing the full picture.

For those that responded with a confident "yes," the top two identities mentioned were 1) openly transgender professionals (65%) and 2) professionals with visible disabilities (50%). Two outliers with a confident "yes" were 1) men and 2) professionals over the age of 50, which were each only shared by one participant.

A particularly interesting theme was a nuanced response that intersected class privilege with visible identities (e.g. race/ethnicity). Five participants responded with this very specific nuance: the industry, broadly, is incredibly diverse as most service industries are, but there is a stark contrast in the professionals who own businesses or are in management positions versus those who are doing the labor. This intersection of race/ethnicity and economic access raises a great point about the ways we may praise diversity without considering additional layers of power and privilege (equity).

# Research Results Q4: Quotes

#### "Are there any identities you find to be underrepresented in the events profession?"

"So hard to say, I don't know what the whole industry looks like. But in my observations, the industry is heavily focused on cis, White women. There is a whole community of Black wedding vendors which I'm not entrenched in as a White person, and LGBTQ wedding vendors, which I'm not entrenched in as a straight person. Generally, I'd say it takes much more work to ensure you're sourcing a diverse block of vendors."

"Interesting question. When I think of event professionals, freelancers, consultants, etc - there's a level of privilege that has to come with not getting consistent work and benefits. Classism seeps in. So then, it becomes interesting to look from a racial point of view: people at the top are White, cisgender, but the teams are usually very racially diverse – but they're making the lowest wages; they have the least amount of power and control in their schedules [...]"

"No. Our industry is way better than others. There are no glass ceilings, no limits for women or other people like you'd see in other professions"

#### "Are there any identities you find to be underrepresented in the events industry from a client or guest perspective?"

This question elicited responses that could be clustered into two buckets, dependent on whether the event professional's clientele is primarily composed of 1) individuals or 2) organizations/corporations.

For planners with majority individual clients (21 out of 30), the key theme that emerged was reference to economic access. These planners were primarily in the social event space (e.g. weddings, life milestones), and acknowledged that there is a tension between the economic access required to hire planners for these events, paying/earning a livable wage, and the moral obligation to work with a wider range of clients, including those that may not have access to disposable income.

Planners with the most nuanced knowledge of DEI wove narratives of interlocking systems of oppression, noting that race, gender, and disability are all systemically tied to socioeconomic access, but that these are not synonymous. In fact, four professionals (two identified as White women and two identified as Black women) made it a point to specifically call out the problematic perspective that potential clients with marginalized racial/ethnic, gender, and disability identities will automatically be unable to afford a social event planner's services. These four professionals noted that making this assumption without first conducting a consultation with the client only reinforces discrimination in the industry, further marginalizing the very clients they are hoping to attract more of. Therefore, though a number of identites were mentioned in this response, socioeconomic identity was the theme that underscored all of these responses.

"There are many ways that DEI can be infused into events throughout the planning process, from vendor sourcing, to marketing materials, to event communications, to guest experience, and more. What aspect of the event planning process would say is most important to emphasize when it comes to creating an event that is inclusive to guests with a range of identities?"

Responses to this question were varied:

- 11 participants said on-site experience
- 8 participants said vendor sourcing
- 5 participants said the initial intake conversation with the client and/or ongoing communication with the client during check-ins
- 3 participants said pre-event guest communications
- 3 participants provided a general answer, along the lines of "it's all important"

While the responses were varied, the theme that arose from the responses was that the most important things to do are 1) seek to understand your client's needs; 2) work to meet these needs; and 3) produce an event that meets these needs beyond promises during the planning process.

"Hmm...I guess the on-site experience; that's where the focus is when we think about inclusion, right? But I want to be thoughtful about the things that go into the planning beforehand that can be taken for granted: What assumptions am I making? What are these things communicating? What commitments can I actually fulfill given my sphere of knowledge?"

#### "Have you been to an event that had clear indicators of inclusion for attendees with a range of identities?"

An interesting theme emerged from this question. The majority of respondents said that they could not recall attending an event that clear indicators of inclusion that were the result of inclusive planning strategies (18 out of 30). Some of these participants indicated that they recall inclusive events that may have been happenstance, e.g. an event being held at a venue that was fully ADA accessible. For those that said they could recall attending an event with clear indicators of inclusion, half of the examples provided were limited to industry conferences rather than events produced by peers in the industry.

There are implications to these responses that are elaborated on further in Question 8.

#### "Are there strategies that you use to make your events more inclusive to attendees with different identities?"

Twenty-eight of the thirty participants were able to provide at least one concrete example of a strategy they use to make their events more inclusive. Connecting the responses to this question with the responses to Questions 1 and 7, while all professionals interviewed rated their DEI knowledge at or above a 5 out of 10, and indicated that they all of strategies of inclusion that they incorporate into their planning process, the majority of participants responded to Question 7 by stating that they did not recall attending an event with clear indications of inclusive planning. This signals that planners are either inflating their ability to effectively incorporate DEI strategies into the events they plan, and/or their ability to identify DEI strategies at events they attend.

"It can be challenging to create events that are inclusive to a range of identities in part because we're limited in our own lived experiences. What strategies might the events profession benefit from to help planners consider a wider range of identities in their events, beyond their own lived experiences?"

A primary theme in these responses were related to understanding one's own identity, implicit biases, relations to clients, and responsibility to round out their own experiences by seeking professionals who may understand marginalized identities better than they do. Hiring DEI consultants specific to the identities of their clients and/or their own implicit biases (which can be identified by taking assessments such as Harvard's Implicit Association Test) was a strategy mentioned by 16 of 30 respondents.

Themes in the responses to this question were used to directly influence the Research Results strategies found on slides 20-22.

#### "What do you think is the appropriate role for event professionals to play when it comes to incorporating DEI into our events?"

Responses to this question fell along clear demarcation lines in alignment with the responses to Question 1.

Interestingly, participants with a more nuanced understanding of DEI (who tended to rate themselves lower/more humbly and with more nuance in Question 1) focused their responses on the needs of the client. They tended to state that the role of the event organizer is to bring ideas to the table and lead their clients to think more broadly about their commitments to DEI (if clients are corporate), or to anticipate the clients needs from an identity and safety lens (if clients are individual/social).

However, participants with a less nuanced understanding of DEI (who tended to rate themselves higher/more generally in Question 1), overall did not provide concrete responses to this question. These participants provided more general responses that alluded to, "it depends" and "I'm unsure what this should look like" instead of providing a stance. This demarcation indicates that event professionals with a more nuanced understanding of DEI are able to go beyond the transactional nature of a checklist and think more deeply about the responsibilities, expectations, and realities of DEI in events in almost a metacognitive way capacity.

# Research Results: Takeaways

As this thesis aims to identify strategies for event professionals to incorporate DEI strategies into their work, it's important to not review the results as disparate responses to ten questions, but a collective body of knowledge from which specific strategies and perspectives can be extracted.

To that end, here are seven strategies that can be adopted by event professionals to be more inclusive to potential clients and industry peers with a range of identities:

1. **Be overt in the articulation of not making assumptions about the clients.** In the case of corporate clients, this includes assumptions about their values. In the case of individual clients, this includes identities and lived experiences of the client, their guests, and their family members

Example: If planning a wedding, opt for gender inclusive language about the couple and their families instead of making assumptions. Swap "bride and groom" for "celebrant;" swap "father/daughter" and "mother/son" dance with "parent dance"

2. Do the internal work to better understand your own identities, which will then lend to understanding your unique value to clients as well as your potential limitations.

Example: Participate in allyship webinars and workshops to identify which identities of yours hold systemic privilege. Continue this education by learning how you have been socialized to see the world as a result of these identities, then work to unlearn these implicit biases.

# Research Results: Takeaways

- 3. **Reinvest money into the communities from which you're seeking clients.** Example: Hire vendors that share the marginalized identities of your client to demonstrate a deep and genuine commitment to enabling access for their community, rather than reinforcing a perception that you are only working with the client to diversify your own portfolio.
- 4. Seek to understand the lived experience of people with marginalized identities, and compensate them accordingly.

Example: If your client is an organization with a mission to fight mass incarceration and its disproportionate impact on Black and Brown communities, hire an anti-racism consultant to guide you through your approach and processes to help make the client feel as comfortable and understood as possible. This will enable you to gain the appropriate knowledge to support your client without relying on the emotional labor of the very client that is compensating you.

5. After making strides on a personal and professional level, indicate explicitly on external materials that you have a commitment to DEI to signal to potential clients that you are a "safe" person to work with.

Example: By showcasing same-gender couples on your wedding website, or adding a written statement on your commitment to DEI on your "About Us" page, potential clients can identify you as someone who is willing and able to work with them regardless of the marginalized identities they hold. This signals that they are less likely to experience prejudice and discrimination when working with you.

# Research Results: Takeaways

#### 6. Advocate for DEI to be prioritized across the industry, not just within your own work.

Example: When registering for an industry conference, inquire about the planning company's commitment to DEI. This can be done by asking if programming for the event will include sessions related to DEI/identity, or by asking about the representation that can be expected across panelists and keynote speakers. Participants also noted that event management courses and degree programs (such as that at NYU) must place an emphasis on DEI in their coursework and approach in order to adequately prepare the next generation of event professionals.

7. Get comfortable with being clumsy. Learning and unlearning about diversity, equity, and inclusion is a process without a destination. As society progresses, identities evolve. While many event professionals are used to being the person who has all the answers, a key strategy for effectively incorporating DEI into one's work is to practice humility and being comfortable with not having all of the answers.

Example: If working with a client with an identity that you do not hold, be explicit about your commitment to being the best, most safe resource you can be for them, *and* explicitly acknowledge that you might make mistakes along the way but you commit to learning from these mistakes. This establishes your relationship with the client on a foundation of trust and honesty, and will allow both parties to remove any assumptions about the other party's values and understanding.

# Validity & Reliability

#### How can you support that your information is credible and reliable?

The researcher asserts that the information collected and results presented here are credible and reliable. This assertion is made due the researcher's application of Whittemore et al.'s 4 primary criteria for assessing qualitative research (2001). Specifically, the researcher focused on *Criticality*, which asks: is there a critical appraisal of all aspects of the research?, and *Integrity*, which asks: are the investigators self-critical?

Throughout the literature review and primary research process, the researcher maintained a critical eye on the voices being centered in the discussion surrounding DEI. This is evident in the critiques presented in the Literature Review. Furthermore, while the researcher believes she conducted a balanced, neutral, and unbiased analysis of the data collected, she acknowledges the limitations and biases that may arise due to her lived experiences, cultural socialization, and personal ideologies. To aid in this acknowledgement, the researcher looked to the themes identified by Lee et al. (2020) in their research on *Racial and Ethnic Diversity and Inclusion Efforts of Public Park and Recreation Agencies.* As stated in the Literature Review, Lee et al. provided a useful framework for the researcher to apply to the thematic analysis of her own research.

Furthermore, the researcher informed participants were told at the start of the interview that they would not be recorded and that any information gathered would not be directly attributed. As mentioned in the Methodology section, this step relaxed the participants and encouraged them to speak freely. This indicates a higher level of reliability, as the participants were likely less motivated to censor their perspectives and experiences.

# Validity & Reliability

#### Will your research plan be replicable by others?

The research conducted lays a foundation for further research and exciting dialogue about the future of DEI in the events industry. To realize these opportunities, the limitations of the study must be acknowledged so they may be accounted for in future research.

#### Limitations of the study include:

- The thematic analysis was only conducted by one person (the sole researcher).
   Future studies should include additional researchers to review the data collected and to contribute to the dialogue that will inform how the data is interpreted
- The time constraint to complete the study. Future studies would benefit from a longer runway in order to explore alternative methodologies to analyze and interpret results, such as content analysis. Thematic analysis was chosen by the researcher due to its application to the content as well as the time constraint of the research project
- The use of the snowball method for sampling works well when seeking to
  interview participants with specific criteria, such as those working within the same
  industry and possessing knowledge of a specific domain. However, a significant
  limitations of this method is that participants are limited to a rather narrow sphere
  of social and professional connections. Future research would benefit from
  considering a deviation from the snowball method and towards one that gathers
  input from professionals who hold a wider range of experiences and occupy a wider
  social and professional sphere

Specific implications can be found in the Conclusion.

#### **Conclusion**

The Literature Review highlighted the varying degrees of inclusion attendees feel at the various stages of an event process – from accessing the event website, to the messaging in the event communications, to the on-site experience. Building upon this literature, the results of this original research highlight an opportunity for the professionals across the events industry to adopt and infuse DEI strategies into their work. Excitingly, many event professionals are already thinking about DEI as a core responsibility they have to their clients, guests, and community.

An interesting implication from this research is that event professionals are more likely to rate *their* aptitude for inclusion highly compared to the aptitude of other professionals. This poses an interesting question for the events industry, and other industries that are similarly unregulated and disjointed in how professionals are assessed, rated, and reviewed. As an industry with a high degree of entrepreneurship, the overwhelming majority of event professionals are not receiving "performance reviews" as they would in a traditional company. Without this benchmarking for comparison, planners are assessing their aptitude in a vacuum, or at least in a bubble of the event professionals they are surrounded by. Industry professionals would benefit from engaging in dialogue related to DEI with their peers as well as their clients in an effort to better assess the effectiveness of their attempts at inclusion.

This study reinforces a key finding from the Literature Review: the events industry has a long way to go when it comes to DEI. However, there is an appetite and interest, and a shift is slowly occurring as the face of the industry shifts to one that is more diverse and socially-conscious than ever before.

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#### **Appendix**

#### **Interview Questions**

- 1. How knowledgeable would you say you are about diversity, equity, and inclusion (DEI), either within or outside of the events industry?
- 2. In your \_\_\_\_ years of event experience, can you recall partaking in any discussions related to DEI in events? What was the appetite for this topic?
- 3. In your opinion, what would planning an "inclusive" event entail?
- 4. Are there any identities you find to be underrepresented in the events profession?
- 5. Are there any identities you find to be underrepresented in the events industry from a client or quest perspective?
- There are many ways that DEI can be infused into events throughout the planning process, from vendor sourcing, to marketing materials, to event communications, to guest experience, and more. What aspect of the event planning process would say is most important to emphasize when it comes to creating an event that is inclusive to guests with a range of identities?
- 7. Have you been to an event that had clear indicators of inclusion for attendees with a range of identities?
- 8. Are there strategies that you use to make your events more inclusive to attendees with different identities?
- 9. It can be challenging to create events that are inclusive to a range of identities in part because we're limited in our own lived experiences. What strategies might the events profession benefit from to help planners consider a wider range of identities in their events, beyond their own lived experiences?
- 10. What do you think is the appropriate role for event professionals to play when it comes to incorporating DEI into our events?