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Survey Finds 91% of French Hospitality Respondents Cannot Invest

Based on replies from 338 members, the poll prompted the trade group to seek support for investment and employment

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A survey by a French hospitality employers' group found that 91% of the member businesses that responded said they had limited or no ability to invest, adding to evidence of financial pressure across parts of the country's hotel and restaurant industry.

In a statement published Monday, November 16, the Groupement des Hôtelleries & Restaurations de France, or GHR, said the figure came from 338 members who answered its autumn 2026 survey on investment, business activity and hiring. The organization presented the survey at its national congress and used the findings to call for support measures for investment and employment.

The headline figure points to a broad reluctance or inability among respondents to finance expansion, renovation or other projects. GHR linked that weakness in investment capacity to operating problems that many businesses said were already affecting their daily activity.

The survey also found that 57% of respondents considered their situation fragile or difficult. Another 45% said their business activity had worsened over the previous two years, a measure based on the respondents' own retrospective assessment of their performance.

Costs were the most widely cited source of economic strain. GHR said 84% of the participants listed costs among their business difficulties, while 44% pointed to a lack of customers. That gap suggests that, among the businesses that answered the survey, rising expenses weighed more heavily than weak demand.

Staffing problems were another major issue. According to the survey, 69% of respondents said a shortage of workers was hurting their revenue. That finding ties labor constraints directly to sales, not only to service quality or scheduling. For hotels, restaurants and other hospitality businesses, recruitment problems can limit opening hours, reduce capacity and restrict the number of services offered, even when demand exists.

GHR is a French employers' association for hospitality businesses. In an institutional statement issued September 16, it said it grouped 12,000 establishments employing more than 150,000 workers. The survey results therefore came from a small share of its broader membership base, even before considering the size of the overall French hospitality sector.

The group acknowledged that limitation. It said the survey was an internal sample and was not representative of the French sector as a whole. That means the results should be read as a snapshot of sentiment among participating GHR members rather than a measure of the entire market.

Even so, the numbers offer a detailed look at the concerns of businesses that chose to respond. The combination of weak investment capacity, high costs, labor shortages and a sense of deteriorating activity presents a picture of operators under pressure. For an industry that often depends on seasonal swings, tight margins and labor-intensive service, limited room to invest can slow upgrades, delay hiring and reduce the ability of businesses to adapt.

The survey's emphasis on costs also helps explain why GHR tied its message to public policy. By presenting the findings at its national congress, the group sought to show that many affiliated businesses believed they were facing structural pressures rather than short-term setbacks. Its appeal for support on investment and employment came as respondents described a business climate in which basic operating conditions were

constraining both growth plans and day-to-day performance.

Because the figures were drawn from self-reported answers, they reflect the perceptions of participating business owners and managers. Still, the survey provides a clear signal from within one of France’s main hospitality trade groups: among the respondents, financial strain and labor shortages are not only reducing confidence but also limiting the ability to spend on future development.