

Women to Watch in Hospitality, Travel & Leisure Index 2019

The inaugural edition from
The MBS Group and WiH2020



Foreword

In its inaugural year, the Women to Watch in HTL Index showcases the range of female professionals across Hospitality, Travel and Leisure occupying an incredible variety of different roles.

The Index highlights the broad and deep female talent pool we have within our industry and aims to inspire more women to pursue a career within the sector and to reach the most senior levels within their organisation.

The Index profiles 90 impressive women who distinguish themselves for their commercial and operational excellence, industry and social impact and tenure, their achievements and passion for the industry.

WiH2020 research across over 120 businesses within the sector shows that companies in hospitality, travel and leisure are making great strides towards the Hampton-Alexander target of 33% women in the FTSE 350 leadership teams by the end of 2020, but a lot remains to be done. Women lament the lack of role models at senior level across the sector.

The Index has unearthed a monumental wealth of experiences, personal and professional stories, successes, tips and lessons learnt. These women are inspiring role models with diverse backgrounds, nationalities, educations, race/ethnicities, experiences and ages. Some joined the

industry as soon as they finished their education, others joined the industry after having worked in different sectors. Some of them work flexibly, others hold roles managing teams across a number of different continents. They all share a desire to support other women in their aspiration to grow, learn, contribute, and have fulfilling careers within the sector.

In putting together this Index, we solicited nominations from a wide range of sources. The invaluable and detailed exercise to compile the profiles was conducted by The MBS Group, the leading executive search firm for consumer facing industries and a long term WiH2020 partner. All women featured in the Index have been personally interviewed by The MBS team and have been included on the basis of some rigorous criteria. I would like to thank Elliott Goldstein and Sam Seigler, as well as their team for their commitment to supporting the work we do at WiH2020 to increase women's representation and diversity as a whole in leadership positions across Hospitality, Travel and Leisure.



Tea Colaianni

Founder and Chair
WiH2020

Introduction

The Hospitality, Travel and Leisure industry is rich with inspirational female leaders and it is The MBS Group's privilege, in partnership with WiH2020, to publish this inaugural Women to Watch in HTL Index.

We set out not to find the "top" women in the sector, but to demonstrate that there are inspirational female leaders in all areas of HTL. The Index is not exhaustive, and nor is it ranked in any way. The women profiled here are truly inspiring and we've been fascinated to hear more about their stories and what's motivated them. But we know they just scratch the surface.

So, how have we arrived at this list? Over the course of the past few months, WiH2020 and The MBS Group have sought nominations from across the sector. In particular, we asked for nominations of women who stand out from their peer group and excel in any one of the following areas: leadership, commercial impact, entrepreneurialism and innovation, making a wider contribution to the sector or making a wider contribution to society at large.

The women featured work across almost 15 different functions and span every key sub-sector of the HTL industry – from Airlines to Travel and Finance to Engineering. They include women who've started their careers in the sector and those who've moved to it more recently.

What does this mean for the sector more broadly? When it comes to diversity, we know there is more to do. According to joint research undertaken by MBS, WiH2020 and PwC earlier this year, less than 11% of CEOs in HTL are women and 87% of HTL companies have an all-male CEO, CFO and Chair leadership triumvirate.

More encouragingly though, 36% of direct reports into the Executive Committee level are female. By highlighting these phenomenal role models, we hope that the Women to Watch in HTL Index will play a small part in inspiring ambitious women to pursue a career in the sector – whether that's joining from outside it or continuing to progress within it.

Finally, one woman who is absent from the Index but is without question an inspiration to all of us who work in and around the sector is Tea Colaianni. Through the WiH2020 initiative, she is pushing the sector forward in a real and practical way. We are very grateful to her for inviting us to partner with WiH2020 on this exciting project.



Sam Seigler

Director - Hospitality,
Travel and Leisure
The MBS Group

Wendy Atkin-Smith

Company Viking Cruises / Position Managing Director, UK



Wendy is currently MD of Viking Cruises UK. Over the past few years, Wendy has seen Viking expand into ocean cruising from purely river cruise.

Describe HTL in three words.

**INNOVATIVE,
DYNAMIC and
MOTIVATIONAL.**

What do you find most rewarding in your job?

Leading a team of people who are as passionate about the brand as I am. Our whole team, from our sales and marketing offices to the crew on every ship, is dedicated to providing an exceptional experience to all our guests. I also really enjoy meeting our guests, both on our cruises and at our events in the UK, many of whom have become friends. I also think our product is the best in the industry, so it is a brand everyone is proud to work for.

What challenge have you learned the most from in your career?

Doing what's right for the business even if it's the hardest and least popular option.

What advice would you give to the next generation of women entering your sector?

Be bold, don't be afraid to make your ideas heard and don't take no for an answer.



QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

It would have to be Richard Scarry's *Busy, Busy World*. This book was given to me by my grandmother when I was a small child. It opened my eyes to the possibility of travel and instilled a great sense of curiosity in me about different countries and people.



WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Torstein Hagen, the Chairman of Viking. He's an amazing entrepreneur with a very clear vision and goal. He never takes no for an answer and teaches you that you can always find a solution; you just need to think outside the box. He's also the hardest working

person I have ever met who gives his absolute all to his company.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Honestly, transparency, clear vision, decision-making and a sense of humour.



Kathryn Austin

Company **Pizza Hut Restaurants** / Position **Chief People and Marketing Officer**



without having a clear career path and watching the magic happen in that process is great. We have apprentices and new joiners who start out with very low confidence to the level where they can't even look their colleagues in the eye, and we help them to progress to leading multi-million-pound restaurants.

Kathryn joined Pizza Hut from Lloyd's Banking Group, after spending six years as Head of HR Operations at Barclays. She joined the British Airways graduate scheme following her undergraduate degree.

What do you find most rewarding in your job?

My job is really about people. Hospitality is an industry where there is so much opportunity to develop a solid grounding for life. You need a strong work ethic, as well social, communication, team-working and customer skills, which are all areas that are not really taught in school but essential for a constructive society. Most people stumble into the industry

What benefits do you think a more diverse workforce brings to the food industry?

Our industry is all about providing a diverse service for our customer, that's part and parcel of what we do. We serve everyone in the UK and so our workforce really must reflect that.

How are you encouraging more women into your sector?

On a personal level, I do a fair amount of mentoring both in Pizza Hut restaurants and in my home community in Cardigan, West Wales. My husband and I are passionate about supporting young entrepreneurs to realise their ambitions. We help them to understand business basics and connect them with other

Describe HTL in three words.

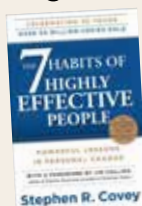
**INNOVATIVE,
AUTHENTIC
and RESILIENT.**



people in the industry. In fact, I am so proud that one of my mentees, Catrin Jones, has just been awarded IOD's Start Up Director of the Year (Wales) and the business she runs with her partner, Crwst, has been recognised as the Best Rural Start Up Business in the UK.

I am also currently a Non-Executive Director for Bluestone National Park Resort Pembrokeshire, one of the biggest sector employers in Wales, who are currently developing an academy to professionalise careers in hospitality and help provide that first critical step.

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

In terms of business books, it would be Stephen Covey's *7 Habits of Highly Effective People*. It is an oldie but a goodie. A highly practical read and something that I've always referred back to.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Honesty, courage and love.

[WE DEVELOP SKILLS] THAT ARE NOT REALLY TAUGHT IN SCHOOL BUT ESSENTIAL FOR A CONSTRUCTIVE SOCIETY.

Rebecca Austin

Company Odeon / Position General Manager, Odeon Bath

Describe HTL in three words.
CHANGING, FAST-PACED and FUN.



QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

The Fearless Organization
by Amy C. Edmondson.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

A colleague and I recently went to a CIPD student conference, where we attended a talk about inclusion. It changed my approach to performance reviews: though they do still come down to a measurable score, it's better to focus on the conversation



and self-development behind each one. This focus on engagement and conversation in getting the most out of people has acted like a spark within my team. They're now more motivated to examine their own futures and career progression.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Accountability and trust.

Rebecca has worked for ODEON for over ten years in a variety of different roles.

What career advice would you give to your younger self?

Be confident. Don't be scared to give things a go, because you're probably capable. That reticent mentality used to hold me back, but as I've met more senior leaders over the years, I've felt more reassured about my knowledge and my gut instincts.

If you weren't doing this job, what would you be doing?

I've always been in Operations, as the role gives you the freedom to get the most out of people. That encouraged me to study for a CIPD qualification, which has boosted my confidence as I engage with people in different sectors in an HR capacity. From my experience, most jobs are fundamentally to do with people.

What benefits do you think a more diverse workforce brings to HTL?

Given that Bath is a university town, we have a quickly changing team. I'm involved in HR strategy and the "Our Incredible Differences" initiative at Odeon, so diversity is at the top of my agenda. When I joined, my cinema had a very male leadership team, which we've managed to even out to 50/50 by examining why

women weren't coming through the ranks. A more diverse workforce brings greater awareness, as if you only ever listen to the loudest voices, you're limited to their points of view. Some of the best changes we've instigated in our training approaches have come about through listening to those who don't usually speak up. If people feel included in the workplace, they tend to be happier and get more things done.



BE CONFIDENT. DON'T BE SCARED TO GIVE THINGS A GO, BECAUSE YOU'RE PROBABLY CAPABLE.

Emma Banks

Company Hilton / Position Vice President, F&B Strategy and Development EMEA



Prior to joining Hilton, Emma worked in a variety of Director roles, before moving to Dean and Deluca to oversee operations. Her career has also taken her to Dubai, where she was Managing Director at Jumeirah Restaurant Group. In her VP EMEA role, she directs sourcing and management of third-party restaurant brand and operator relationships.

What attracted you to work in the HTL sector?

I'm proud to say that 2018 marked my twentieth anniversary in the industry. After working in two unrelated jobs after university, I wasn't where I wanted to be and read a job advertisement calling for graduates with commercial work experience. I was attracted to the role description: a mix of leisure, high street fieldwork, and liaising with customers and suppliers. I liked the idea of not being confined to an office. The industry has allowed me to work in pubs, clubs, and premium casual and upscale restaurants under a variety of ownership models. I've lived in Kuwait and Dubai and am now responsible for fifty-four countries within EMEA. I love that I get to continue my journey working across a breadth of businesses

in such a huge part of the world: despite its challenges, HTL is an industry that has never disappointed!

How have you seen your company culture change? What is one key thing you've seen enable this inclusivity change?

Working in the Middle East is interesting, as I still have to walk into predominantly male rooms at conferences and dinners. What's different now is that people are welcoming women into these forums and enjoying a mixture of opinions across teams. Research shows that gender-balanced leadership is ultimately

the most productive due to the blend of approaches, methodologies and management skillsets. When recruiting, I always give the role to the most capable and suitable candidate rather than to "a man" or "a woman". Having said that, I try to ensure a fair balance, because a mixed environment is healthier and offers more perspectives. When high-profile companies like Hilton celebrate diversity through mentorship programmes and engagement activities, other members of the industry are more likely to follow suit.

Describe HTL in three words.

DISCOVERING NEW HORIZONS.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

I devoured Michelle Mone's *My Fight to the Top* in a day. I was so impressed by how this woman had put herself on the line both personally and physically. I respected her before, but after reading her phenomenal story, it struck me how much she deserves everything she has built.



boss when I returned from maternity leave amid a company merger. It was a very challenging time for me and for the company, and she was a fabulous manager. She is a great mentor, leader and friend, and we're still in touch fifteen years on. She's a stand-up role model for the industry as someone who came through the ranks in a big beer group, became a COO and finally raised the funds to successfully build her own empire.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Data has replaced oil as the most valuable commodity in the world. Every organisation is obsessed with talking about data, even if they don't know what to do with it yet. I heard a radio debate recently about the increasing threat of data theft, and it's something which businesses and consumers alike need to be alert to.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Jillian MacLean MBE, the founder and CEO of Drake & Morgan. She was my first

Sally Beck

Company Royal Lancaster London / Position General Manager



Sally is the third of two generations to work in the pub and hotel sector. Prior to the Royal Lancaster, she was Marketing Director of The Landmark for 11 years and subsequently, Hotel Manager at Lancaster London. Alongside her General Manager responsibilities, Sally is an active member of the Institute of Hospitality, and a St Julian's scholar.

What attracted you to work in the HTL sector?

I come from a long line of hoteliers and publicans, so it seemed natural to enter the industry in which I was born and bred. I've stayed because I love how vibrant and challenging it is; it's never mundane, and every day is different.

What do you hope the HTL industry will look like in 5 years?

I would like career progression to be more straightforward and free of unconscious bias. Though I don't personally have a university degree, I am still capable of making strategic decisions. I hope that in five years we will see more

QUICKFIRE

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Harry Murray, the MD of Lucknam Park Hotel. I've heard him speak and really liked what he had to say. There was no ego or guile, it was all about how much he cares for and develops his team. His attitude was 'if you do it right, it will be right', which I admire.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

The documentary *The Magic Pill*, which explains how humans have approached medicine and food the wrong way in recent generations. We pop pills rather than eating healthily, and governments



give advice based on pharmaceutical-funded research rather than medical intelligence. Now, in the age of burgeoning diabetes and obesity, we need to get back to natural foods. This got me thinking about the circular economy, which is focused on long-term results rather than the linear, profit-driven model we operate in now. If we kept cows on grass rather than feeding them with grain on purpose-built farms, we wouldn't need to use fertiliser and pesticides, which would produce fewer emissions. The water from our taps is filtered seven times, yet we all think we

need plastic bottles. I'm introducing a trial on one floor of my hotel where every room

Describe HTL in three words.

**FUN,
CARING
and HAPPY.**

has a carafe of potable bathroom tap water with a label explaining what it is, why it's there and how it can be refilled. It will be interesting to see what the reaction is; we're trying to be plastic-free by 2023 and educating our guests is the first step towards that.



WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Humility and a willingness to ask questions, even when you don't know all the answers. A leader should be both decisive and inclusive, listening to their team before they act. If you make the wrong decision you must admit to it, determine why it happened and move on.

diversity in leadership roles to reflect our workforce and the client base that supports us. When I go to awards dinners, most of the people winning are men. I would like that to be more even. Finally, diversity is about more than just gender. For my teenage children, embracing everyone for who they are comes naturally. They don't share the same struggles my generation has with diversity, which I find heartening.



**A LEADER SHOULD BE BOTH DECISIVE AND INCLUSIVE,
LISTENING TO THEIR TEAM BEFORE THEY ACT**

Louisa Bell

Company **Avis Budget Group** / Position **General Manager, UK**



Louisa has held commercial, customer service and operational roles in the travel sector. Prior to Avis Budget Group, she spent several years at Eurostar and British Airways. As General Manager at Avis, she is responsible for P&L of the UK business.

I'VE STAYED IN THE SECTOR BECAUSE OF THE PEOPLE, THE POSITIVITY AND THE OPPORTUNITIES

What attracted you to work in the HTL sector?

I started off doing a PhD in theoretical physics, so it was not the most obvious link. I knew I didn't have enough interest in that field to pursue it

for life. However, I was very attracted to the British Airways graduate programme, which offered four and a half years moving around different parts of the business. It offered me a great chance to understand what I wanted to do next within a great company. I've stayed in the sector ever since because of the people, the positivity and the opportunities available. It's a space where there's generally a lot of enthusiasm about the future, which is energising.

What are the biggest challenges facing women in HTL?

Avis Budget Group has a lot of senior roles filled by women, particularly in the UK, but there are still hidden challenges in business generally. I believe that in some businesses, women are more likely to be judged on their personal lives than men. Though not specific to the travel industry, people often make assumptions that your career priorities change when you return from maternity leave, and that you may no longer be interested in taking the next step. Equally, women who don't have children face their own challenges and more questions than men about the subject.

QUICKFIRE

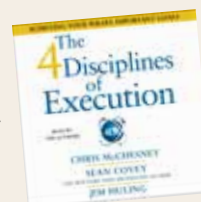
WHAT BOOK HAS INFLUENCED YOU THE MOST?

I confess that I buy more business books than I read! But there was one which captured my imagination, *The 4 Disciplines of Execution*, which is a method for achieving goals amidst the day to day maelstrom. It taught me how to make sure you're driving forward and using leading indicators to understand progress early rather than focusing on lag indicators and reacting after the event. More generally, I recently read *21 Miles*, Jessica Hepburn's memoir covering her decision to swim the channel. I'm doing a channel relay myself later this year, so this book was very influential for me.



WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Listening and being curious about why things are going on. Some of the biggest breakthroughs are made when you allow yourself to wander down a path without a definite destination in mind. You need to give yourself space to see where life will take you, as often it's there that you find the most



important answers. We live in a world with a huge amount of structure, which is often necessary, but bigger things can be hidden down a random path around the corner.



Describe HTL in three words.

FORWARD-THINKING, ENHANCING and DYNAMIC.

Kirsty Bennett

Company Virgin Atlantic / Position Vice President of Transformation



Kirsty started her career at First Choice before joining Carnival UK. She has been part of Virgin Atlantic for the last year, where she leads business change in her Vice President role. She has experience in IT and portfolio management, which she has used to drive growth across multiple businesses.

IF SOMEBODY OFFERS YOU THE OPPORTUNITY, EVEN IF YOU'RE NOT READY, JUST COMMIT YOURSELF TO LEARN ON THE WAY.

What do you find most rewarding in your job?

Since going into transformation, I have realised how much change can impact people. Seeing change delivered successfully also means winning hearts and minds, and sometimes it requires a lot of communication, collaboration and coordination to do this successfully. Maybe it helps that I really enjoy coaching and mentoring; I'm putting a lot of focus on that now. I love seeing people join a company, learn and grow.

What advice would you give to the next generation of women entering your sector?

It's so different now to when I was working in technology twenty-seven years ago. A lot of barriers have been removed, but I still think it's important never to overthink or doubt your abilities and ignore possibilities. It's all there to be had; people give up too quickly. If somebody offers you the opportunity, even if you're not ready, just commit yourself to learn on the way.

Describe HTL in three words.

**FUN, FAST
FASCINATING.**



QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Inspirational quotes are more empowering to me. They stand out a lot more in my mind. When you're struggling a bit, they're there to immediately encourage you.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

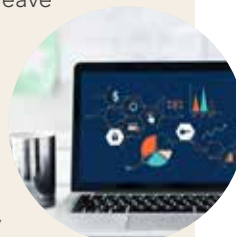
Different people have driven me at different points in my career. When I was at Jersey Telecom, my mentor spent a lot of his time coaching me, even though he didn't get anything out of it. He was willing to invest in me,

put time and effort into me, for nothing. He's the one who really made me want to formally invest in coaching myself. That said, I have always wanted to work for Virgin, as Richard Branson's entrepreneurial and positive spirit really lifts the mood around the place.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Airports of the future. I love going on holiday, but I hate the airport experience. I am currently in a project with our airports delivery partners, working on how we can

make the journey a seamless, rather than a frustrating, part of the holiday experience. Customers want a holiday to be exciting, but the airport can dampen that. We want to make it part of the holiday, so that the fun and relaxation begins as soon as you leave home. We're looking into developing facial recognition technology so that one day, you may be able to just pass through the airport.



Jane Bentall

Company Bourne Leisure Group / Position Managing Director, Haven Holidays



Jane has been Managing Director of Haven Holidays since 2016 and was previously CFO for the Bourne Leisure parent company. She is a chartered accountant with significant experience in the field. She currently sits on the Investor and Executive Board, as well as the Audit Committee.

What challenge have you learned the most from in your career?

There are two. One was a long time ago, early on in my career when Bourne bought the holidays division from Rank. We had to bring together a small entrepreneurial business and a division of a PLC and try and merge those two cultures. It was brilliant to be part of it and I learnt so much from that; it was great that we didn't lose the best from either. I never underestimated the impact every decision made on the team. More recently, when I took over as Managing Director and was briefly doing two roles, I had to let go of some of the things I used to be involved in and the decisions I used to make, because I physically couldn't do it all. I had to prioritise and think about where I was of most value.

I TRIED TO FOCUS MUCH MORE ON MY STRENGTHS AND THAT WAS A REAL TURNING POINT FOR ME.

I learnt so much from doing it; it encouraged me to give my team more autonomy and look at what I was good at. I think most women tend to look the other way and ask "what am I weak at" but I tried to focus much more on my strengths and that was a real turning point for me.

What advice would you give to the next generation of women entering your sector?

I believe you have to embrace understanding operations. Whatever the business is within HTL, we are all giving people experiences so you must understand the guests and get close to them. It's also the interaction with the team that informs how we make decisions. I encourage women entering the industry to spend time in operations as, without it, it will be harder to really be successful.

Describe your industry in three words.

**MEMORIES,
TEAMS and
GUESTS.**

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

There was a brilliant book that I used for

a project at university called *Theory of Mind*. We were doing a piece of research at the time exploring the idea that children's minds were a blank canvas at birth. From this, we had to figure out how children learn that their thoughts are personal, or how they learn to play hide and seek, or even lie! That piece of work really influenced me in thinking through the real importance of understanding people. Although I didn't stay in psychology and went into accounting afterwards, it was really influential.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

John Cook, who was one of the founders of Bourne. Although he's no longer with us, he was a huge influence in my career. He was so far ahead of his time in terms of understanding equality and diversity. He was the one who consistently reminded us that generally women make decisions about where the family goes on holiday.

He was totally unbiased in thinking through the best person to do a given role. He was desperate to get more female Operations Directors, although we didn't have the best process for it back then. The belief that the founders had in their people made a big difference in the staff believing they could succeed. I never questioned whether I could be successful or even had to think that I couldn't balance home with family.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

I have a big thing about integrity. For me, trust underpins absolutely anything in any organisation, but particularly in my teams. That doesn't always mean telling people what they want to hear, but it does mean being clear on following through if you say you're going to do something. We use something called the "trust equation". It is represented as credibility x reliability x intimacy. However, it is divided by perception of self-interest. No matter what you put on the top, if people think you're doing it for your own self-interest then there's no trust, and that's at the heart of my leadership style.



Claire Bentley

Company British Airways/IAG / Position Managing Director, Holidays

Describe HTL
in three words.

THE DREAM MAKERS.



QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Roberto Benigni's *La vita è bella* (*Life Is Beautiful*).

It's about an Italian Jew who is sent to a concentration camp with his son, whom he encourages to hide by devising a game. The message is that if you create the right backdrop and put a positive lens on a situation, you can find a lighter side against all odds.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Drew Dudley's TED talk *Leading with Lollipops*. The gist is that we tend to overplay leadership as something reserved for prolific people like Steve Jobs, when it's the small things everyone can do that make a difference. He relays a story about giving out lollipops on a university campus during freshers' week and making a joke to a very nervous girl. Though he may not remember the exchange, the girl cites it much later as the moment that kept her from



cancelling her enrolment. It's a helpful reminder that makes me think about my own lollipop moments; the little words here and there that make a difference to someone's day.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

You must be capable and fair, and most importantly a charismatic communicator who builds a trusting foundation. I've seen excellent communicators who don't deliver on their promises, and results-driven leaders who can't get their team on board. A good leader combines these aspects and gains their team's trust and confidence and ensures everyone is on board to deliver a plan.

Claire has spent 18 years at British Airways, where she leads the holiday division. As a member of the leadership team, Claire has worked closely with the Executive Committee and Board to help grow the holiday brand.

What challenge have you learned the most from in your career?

Initially, it was building confidence in our organisation while Holidays was still a very minor subsidiary of British Airways. More recently, I would cite the transition from being a small company to a larger one. Our revenue this year will exceed £900m, versus £50m ten years ago. On the back of this, we changed our culture and management style, so my biggest challenge was to ensure our expansion was smooth, both from a revenue and a people point of view. Reminding myself to let go was very difficult, as there was a need to be in the detail at the beginning. Being involved in everything is no longer viable. I've learnt to trust the team, who are experts in their areas, so that we do the right thing for the

WHO IS YOUR ROLE MODEL IN THIS INDUSTRY?

Julia Simpson, the chief of staff at IAG. She's an influential female, who manages to balance being encouraging with a no-nonsense, fair approach to communication and delivering results.

business. We continually need to focus on equipping everyone as best we can to come on this growth journey with us.

What have you done to promote diversity within your organisation?

Our workforce is on average two-thirds female across all levels and over 25% of our workforce benefit from flexible working, which often resonates with women. Tour operators are often more female-centric than other businesses, so though it sounds like a cliché, I don't need to consciously think about

gender when hiring the best person for the role. Women progress as men do with no blockages to promotion. I started in an entry-level job in Operations, and half of the BAH leadership team have progressed from various internal roles, with the other half joining from other businesses at a senior level. This diversity of experience and external perspectives is fundamental to ensure fresh ideas.

I'VE LEARNT TO TRUST THE TEAM, WHO ARE EXPERTS IN THEIR AREAS, SO THAT WE DO THE RIGHT THING FOR THE BUSINESS.

Regina Borda

Company Yum! / Position Managing Director Europe, UK and Canada, Pizza Hut



Regina has been at Yum! since 2003, with her role taking her from KFC to Taco Bell and finally Pizza Hut in the US, Germany and the UK. She has experience in leading marketing and operations teams all over the world, and she speaks French, Spanish, German and Portuguese fluently.

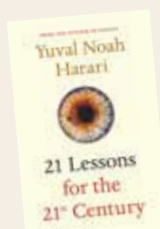
What are the biggest challenges facing women in the industry?

I think a lot of women are affected by imposter syndrome, which is not necessarily an industry-specific issue. We want to be 100% certain before we put ourselves forward for anything, which is simply the way we have been socialised and brought up. It's noticeable in the hospitality industry, however, because it is a sector where people tend to start from the bottom and rise to the top, so self-promotion is an important part of that career trajectory.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Yuval Noah Harari's *21 Lessons for the 21st Century*. It's about what we can expect in next fifty years from a geopolitical, economic



and technological perspective. It talks a lot about how AI will replace many existing roles, and what we can do to prepare for that new environment. We're currently trying to wrap our heads around this as a company, because it's very clear that skill sets will completely change in the coming years to adapt to such technology.

How have you seen your company culture change?

I've been with Yum! for sixteen years, and I have worked across KFC, Taco Bell and Pizza Hut. The company has always focused on customer and employee experience, and I know that we've made a very concerted effort in terms of Diversity and Inclusion. We are a member of the Paradigm for Parity coalition, which aims to have total gender equality in senior

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Our outgoing CEO, Greg Creed. I looked up to him for many years, mainly because he has excellent vision and he is a great brand builder. He also really cares about the people who work for him, and he knows exactly how to create the right environment for people to succeed. His approach has always been that "nice people can win". He doesn't believe that being mean or "cut-throat" gets you to the top. It's clear that he has proved that, because Yum! has done very well.



Describe HTL in three words.

OPPORTUNITY FOR GROWTH.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

For me, a good leader is comprised of four pillars. They need to be smart, which means knowing where they are going and how to get there. They need to have heart, which means being dedicated to their people. They also need to have the courage to speak up and do the right thing, and finally, they need to have grit. Once you start doing the right thing, you must see it through.

leadership roles globally by 2030. I know that Pizza Hut Europe already has a 50/50 gender split in their senior leadership team. If I compare this kind of progress to when I was working for KFC Germany ten years ago, the change is monumental. I was usually the only woman

at my level, and I was constantly asked who was looking after my kids while I was at work. Times are changing, but it doesn't happen naturally. It must be driven by senior leadership, so it's great that we are addressing that.

TIMES ARE CHANGING, BUT IT DOESN'T HAPPEN NATURALLY. IT MUST BE DRIVEN BY SENIOR LEADERSHIP

Zoe Bowley

Company **Pizza Express** / Position **Managing Director**



Zoe has worked at PizzaExpress since 2010 and, now as MD, oversees 420 restaurants in the UK. Prior to this, she held senior roles at Weightwatchers, Whitbread and David Lloyd Leisure. She has been in the hospitality industry since finishing university, beginning her career on the graduate scheme at Firkin Brewery, part of Allied Domecq.

What are the biggest challenges facing women in HTL?

Having been in operations for twenty-seven years, the struggle is finding other successful female operators who feel they can juggle their work-life balance. The late nights, irregular hours and weekends are challenging. I took that to be the flexibility of the industry, and it's never seemed like a barrier to me. Ironically, I think the nature of the operating hours has afforded me more flexibility. For years, the sector has in my opinion been "corporately immature" and lacked a degree of professionalism where people see no strong prospects for career progression. However, at only twenty-two, I was

looking after business profit and loss sheets and heading up teams, where I gained a far greater taste of leadership and commercial strength than I would have in traditional sectors. We need to share this more and tell people about the amazing careers that you can have in the industry.

How have you seen your company culture change?

One of our biggest strengths is our Return to Work programme, which is quite topical at the minute. I have always personally championed that. I returned twice in different roles that allowed me flexibility as I adjusted to having children and maintaining my career. That's something I campaigned to improve within Pizza Express, as young women find putting their career on hold a barrier to having a family. Coming back to work forces you to think in a different way, and all our women have flexible, individual contracts which allow us to get the best out of them. We've launched a flexible working programme at scale this year. There's a danger of pigeonholing women with children as the only people who benefit, but fundamentally it's about everyone who wants a different way of working.

IT'S CRUCIAL THAT MEN AND WOMEN WORK TOGETHER TO EMBRACE DIVERSITY OF THOUGHT

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Lean In by Sheryl Sandberg. I also enjoyed *In My Shoes*, a memoir by Jimmy Choo co-founder Tamara Mellon. The insight into the mindset of a woman who grew an empire was very interesting, as there were parts I could relate to and parts I couldn't. Judy Garland also had a brilliant quote I always use for females in my organisation: "always be a first-rate version of yourself, instead of a second-rate version of somebody else." Often, women have had to compete professionally in a man's world and have adopted unnatural



behaviours as a result. It's crucial that men and women work together to embrace diversity of thought and the emotional connection that women can bring to the table.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

When I was in China recently, I encountered the café chain Luckin Coffee. The brand didn't exist two years ago, and it has since opened 3000 locations! It's a totally digitalised coffee offering, so you order and pay on the app and it will direct you 50 yards on the left to your local branch to pick up your coffee. The innovation was mind-boggling. I am fascinated by the phenomenal pace and scale of China.



Tania Boyes

Company Virgin Atlantic / Position Director, Cargo Operations



Tania began her career in aviation at Airbus UK, where she held roles across engineering, safety and quality assurance. Having joined Virgin Atlantic in 2001, she was appointed Director, Cargo Operations in 2018, where she is currently responsible for customer experience, safety and security, business improvement and innovation. She also holds a BEng Hons in Mechanical Engineering.

What attracted you to work in the HTL sector?

I initially chose a mechanical engineering degree because, being obsessed with cars, I wanted a career in Formula 1. During my placement year at university, I was offered a placement at Airbus. It sounded like a great opportunity and who wouldn't want to work in the South of France! I spent a year working in

their Wheels and Brakes Engineering team and absolutely fell in love with the world of aviation. They offered me a job in their Bristol office, and I joined the moment I completed my degree. The rest is a wonderful career working with aircrafts. It's very fast-moving, every day is different, and you can never plan your weeks or even your days. The opportunities

for progression are great, and all the roles are unique.

How have you seen your company culture change?

Virgin Atlantic is an inclusive company where people are encouraged to be the best version of themselves. In terms of demographics, airlines have a tough job due to the high number of pilots and engineers who are largely

male. As part of our current business plan "Velocity", Virgin Atlantic aims to have 50% female leaders by 2022. To be successful, the industry needs to target schools and universities to encourage students to apply for jobs in our sector, and Virgin is working hard on widening the pool that we select from, for example offering a wide range of apprenticeships for people of all backgrounds.

FOR ME, IT ALWAYS COMES BACK TO BEING YOUR TRUE SELF



QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

Good to Great: Why Some Companies

Make the Leap... and Others Don't by James C. Collins. It's all about honesty and discipline and getting that little bit more out of yourself and your teams, which is something I try to apply in my own work.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Workwise, we just launched our very first A350 flight to JFK! For many teams, this marks years of work coming to fruition. Outside the sector, I recently watched the reveal of the new Land Rover Defender. I'm really impressed at how they've



kept the old character and "soul" of the original but modernised it into a fantastic car for today's world.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Above all, authenticity. For me, it always comes back to being your true self if you want people to trust and follow you on a journey.

Describe HTL in three words.

EXCITEMENT, VARIATION and TEAMWORK.

Lisa Buckley

Company wagamama / Position Regional Director



Lisa heads up the Northern division of wagamama in a Regional Director role and is a key member of the brand's leadership team. Hospitality runs in the family, as Lisa's father worked at Greenall's Inns, while she spent much of her teenage years working across the pub and restaurant sector.

If you weren't doing this job, what would you be doing?

When I was younger, I adored Ally McBeal. I went to the College of Law after my undergraduate degree to follow her path. Though the skills I learnt from my law conversion are still relevant, I found studying family law aged twenty-one rather intense. Growing up, I was the oldest of four and my dad worked for Greenall's Inns. Though I had jobs in bars and

LIFE HAS A WAY OF SENDING YOU DOWN THE RIGHT PATH

restaurants from the age of fourteen, I was hoodwinked into pursuing a "traditional" career. After I graduated, I did work experience for Mary McLaughlin and fell in love, though I knew I'd have to climb the ladder at pace. I have no regrets. Life has a way of sending you down the right path, and I've got far more enjoyment from my career in hospitality than I would have from law.

What benefits do you think a more diverse workforce bring to hospitality?

At wagamama, I believe we have a balanced, proactive and positive environment. In other businesses I've worked for, D&I and gender equality have been all talk, whereas at wagamama it's fact. Diversity allows for a more innovative, honest and fast-paced working environment. Prejudice is not tolerated here, so by way of natural selection if someone had the inclination to disagree with our ethos they wouldn't last long!

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

Many years ago, I read *Feel the Fear and Do It Anyway* by Susan Jeffers. That resonated with me when I joined the sector as a trainee assistant manager. It wasn't a path I had imagined for myself, so this book gave me the confidence to do it when I had doubts. Latterly, I've been more interested by podcasts, such as Brené Brown's powerful thoughts on vulnerability.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Karen Forrester, CEO at TGI Fridays. Though I've never worked with her directly, I was introduced to her by a colleague and that one lunch had a big impact. She was one of the first in the industry who didn't just talk about people but lived and breathed them, which has always been my own ethos. The way she interacted wasn't at all disingenuous. She really showed me what you can do as a female in this business. I picked up on the balance of being a people person

but nobody's fool. Having come from more corporate work environments, I'm always cynical when people are not put at the forefront of hospitality, but Karen was genuine.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?



Within the industry, I'm impressed by Flight Club, the pioneers of the 'social darts' bar concept. They are a quality brand capitalising

on the desire for more experiential hospitality. Equally, internet clothing brands such as Rixo, Never Fully Dressed and Dancing Leopard interest me in terms of their branding, efficiency and quality, and how targeted their products and marketing are.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Consistency, compassion, clear vision, as well as drive and objectivity. I've always thought that you can't work in the sector without a sense of humour.



Donna Catley

Company **Compass Group** / Position **HR Director, UK**



Donna has twenty-five years' experience in HR in large multinationals including Diageo, Cisco Systems and BP. After studying History at Oxford University, Donna went into management consultancy. Currently, she leads HR operations for Compass in UK and Ireland.

What do you find most rewarding in your job?

Though it sounds incredibly cheesy, I find helping others most rewarding. It takes a village to raise a child, and equally a huge number to help you change the course of your life and career. I can name almost all those individuals who turned around to support me, and I want to do the same for others to make a lasting difference. I would really love to help establish a more meritocratic approach to progression; one where everyone has the opportunity to fulfil their dreams and potential regardless of their class, gender or ethnicity. At Compass, our executive team understand and believe in the marriage between the commercial benefit of diversity and the impact that has on society. In hospitality, we don't have

the educational barriers that hinder people in most other industries. You can start out scrubbing pots or cleaning floors, and there's no reason why you can't progress.

How are you encouraging more women into the industry?

When I joined Compass fifteen months ago, the first thing we did was try to understand the issues behind the gender imbalance within the industry. There are lots of diversity workshops that, while well-intentioned, are not sufficiently grounded in the root cause. When we looked at the workforce within Compass, we saw two common phenomena, both of which are common across multiple industries and not unique to HTL. The first was that we were losing too many women within two years of them going on maternity leave. This isn't good for them or us. We're now the first corporation to partner with Mumsnet and Corndel to design and implement a development programme for returners.

The second challenge was that a woman's career appears to plateau at a certain point whilst men continue through to the highest ranks. This is known as "The Cliff", a well-documented phenomenon that regrettably happens across many industries. To address this, we have created a Women in Leadership programme targeting women we believe have the potential to advance. This programme offers them coaching, mentoring,

QUICKFIRE

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Jon Harding, former Head of Culture at Barclays, whom I worked for at Diageo. Looking back, he saw something in me as a twenty-five-year-old that I didn't even see in myself. He took risks and believed in me, which is what I'd like to do in return for others. Even today I turn to him for advice or ask myself "what would Jon do?". That's the power of a fantastic line manager: someone who stays with you throughout your whole career physically or psychologically and unlocks your whole potential.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

In the space of diversity and progression, I watched a fascinating BBC documentary, *How to Break into the Elite*, that talked about how class, not education, plays the most important part in enabling someone to progress. There are so many brilliantly talented people out there, and I think HTL is one of the best placed industries to help people realise their dreams!



active learning and sponsorship to support their progression even if they start a family.

Finally, the chef and culinary industries are experiencing a shortfall of talented people in general. We've therefore created a Women in Food initiative, which actively encourages women to join the industry and address this personnel shortage.

As the market leader, it's our responsibility to tackle these issues and, though all our initiatives will take a few years to bear fruit, we are on the right trajectory. These changes happen by design, and we're leading from the top with a 50/50 executive team.



Valeria Cerri

Company easyJet / Position Regional Cabin Services Manager, Italy and Scotland

Describe what you do in three words.

DIFFERENT EVERY DAY.



QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

The first is *The Kite Runner*, by Khaled Hosseini. The message for me was around acceptance and forgiveness. We shouldn't judge others, and it's important to be open to all cultures. The second, which admittedly I haven't read in full, is a book my dad kept on his desk when I was little called *In Search of Excellence* by Tom Peters. It was about the power of excellence at work, and how to inspire people by leading rather than managing. I was inspired by the message behind it; that people can and should follow their dreams to become whoever



they want to be. It made me think that I want to be someone who can create a better place for others to work in.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Tina Milton, easyJet's Director of Cabin Services. I am in my role today because she believed in me, so while I am very grateful to her personally, I do think she is the most powerful leader I've met in our business. She inspires people to be like her by believing in themselves to follow through. I was pregnant when I was promoted to my current role, so her decision made such a big difference in my life. In 2019, women shouldn't have to choose between being a manager or a mother: you can be successful at both. You just need people to believe you

Valeria has spent the last 13 years at easyJet, starting her career as a Cabin Manager before moving into her current role. During her time with the airline, she has been closely involved in a number of strategic initiatives that have made a significant positive impact on the airline.

What career advice would you give your younger self?

When I was young, one of my interests was travelling.

have the potential to do it, and Tina did that for me. By giving me that chance, she's empowered me to do the same for other women. I feel I am a better leader since becoming a mother; it's opened my mind to others' talents even more than before. Whereas I used to be very business-driven, motherhood has made me more empathetic and people-focused.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Recently, I've noticed how many more industries and businesses are opening their eyes to diversity. In Italy, we're moving forward as a country in this sense to be more inclusive. This is something young people are very passionate about, and it's a positive value that we need to continue to spread.



Growing up, I changed schools in several cities due to my father's job, which left its mark on me. I've always wanted to meet people and understand different cultures to feel like a true citizen of the world. When people ask me where I'm from, I don't have a single answer for them. I could always see myself in a managerial role being in touch with people around the globe, but I didn't know in what industry exactly. My advice would therefore be to study something that opens your mind to the

benefits diversity brings, both personally and to a business. I would tell myself to never settle for the static.

If you weren't doing this job, what would you be doing?

When I was younger, my other passion was biological science. If I'd pursued that route, my dream job would have been travelling the world by boat and studying marine life. Though completely different from my actual career, I've never lost my interest in that area.

Helen Charlesworth

Company Stonegate / Position Managing Director



Helen has been a Managing Director at Stonegate since 2016, where she oversees the Yates, Walkabout, Slug & Lettuce and Popworld venues. Prior to this, she was Regional Director at PizzaExpress, following her role as Head of Commercial Marketing for Woolworths. Helen holds an MSc in Total Quality Management and Business Excellence.

Describe HTL in a few words?
FAST, FUN, and HARD WORK!

What attracted you to work in the HTL sector?

The sector is grounded and informal, so people can be more of who they are, rather than having to be something they're not. We delight customers and give them a fun experience so being part of that is, by definition, fun!

What are the biggest challenges facing women in HTL?

Companies need to provide better policies

COMPANIES NEED TO WISE UP TO CHANGING FAMILY DEMANDS IN THE TWENTY-FIRST CENTURY.

enabling women returners to come back to work and feel part of something. Currently some policies prohibit that. It's no longer

as straightforward as saying "I'm going to have a baby and come back in 6 months"; we need to consider adoption and maternity and paternity policies, as nowadays people want flexibility to swap parental care. My husband stays at home to look after our family, but we've had to coordinate that by ourselves. Companies need to wise up to changing family demands in the twenty-first century.

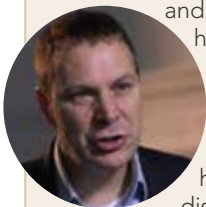
How have you seen your company culture change?

Simon Longbottom, our CEO, is very progressive. We have three women on our board of eight. He has also brought in an external consultant to aid the gender pay gap and change Stonegate's culture, so women feel more empowered to progress within the business. He is a strong advocate for mental health, and always goes the extra mile to be an enabler and make change.

QUICKFIRE

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Dave Ross our CFO is someone I admire enormously. He is a family man who excels at his job and even though he is probably the busiest CFO in the sector right now, he is still disciplined enough to look after himself in order to look after others. He is also a respected friend and confidante.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

The vegan sausage roll at Greggs is something seemingly small that became absolutely huge. They looked at their customer base and saw that there was a need for the millennial market. They went out and developed a vegan product, marketed it and now look at the results; it's no longer about the sausage roll, but rather the brand making a



statement saying "we're looking out for you as our customer and we get you". Sometimes you get

see that a vegan option was an obligatory afterthought, but Greggs have done well making it their biggest product.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Honesty, integrity and openness.



Anna Clark

Company **Burger King UK** / Position **Director of Central Operations**



Anna started her career at Pizza Hut and has worked in a variety of international companies since then, including Starbucks, Costa Coffee and Amsric. Her background is in customer service, retail and store management. She has a degree in Food Science from the Università degli Studi di Milano.

What do you find most rewarding in your job?

When I first came to the UK and started in the

MY FATHER ALWAYS TOLD ME TO BE THE BEST I CAN, MAKE A DIFFERENCE AND ADD VALUE

kitchens at Pizza Hut, my father always told me to be the best I can, make a difference and add value to the company. This is now an ethos I truly believe in and practice every day. I love motivating everyone who works around me. Hearing that people I once worked with are now achieving amazing things in their careers is wonderful. My honesty, integrity and doing the right thing always pays back dividends. I am also incredibly driven, and achieving great results is very important to me, alongside taking care of all stakeholders in the business.

How are you encouraging more women into the industry?

When I was Regional Director for Starbucks and Costa, I found the best way to encourage women was to tell my story. I would tell young women about how I came over to the UK alone, and spoke little to no English when I started as a pot-washer in a Pizza Hut restaurant. With lots of hard work and tenacity I managed to do incredibly well, and I can see that moment where my listeners



Describe HTL in three words.

CHALLENGING, EXCITING and REWARDING.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

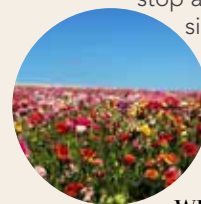
James A. Autry's *The Servant Leader: How to Build a Creative Team, Develop Great Morale and Improve Bottom-line Performance*. It cemented my mentality that I should always work for the people in my team, rather than the other way round, regardless of the fact they may be more junior to me.



that challenge my thinking. If these two people asked me to come and work with them tomorrow, I would go. That's the extent to which they have my total trust.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

During a countryside walk with my family, we came across a field of thousands of wildflowers. It was breathtaking, and it made us all stop and look. It's these



simple things in life that make me feel at peace. I think that moment will stay in my mind for a long time.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Honesty, trust and the ability to have fun in the workplace.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

My role models are two individuals who have constantly believed in me. I love how honest they have been with feedback, and they have always asked the right kind of questions

light up because they believe they can do the same. As soon as I rose up high enough in the ranks to make a difference to the careers of other women, I tried to offer as much flexibility as I could. Being a working mother is tough, so I always want to offer as much support as I can. I also make sure to be just as supportive of my male colleagues; being a working father is also difficult.



THE BEST WAY TO ENCOURAGE WOMEN WAS TO TELL MY STORY

Claire Clarke

Company Casual Dining Group / Position Group HR Director



Claire was one of the founding members of the HR department within Tragus Group and began her career at Whitbread. She is currently Group HR Director where she provides strategic direction across a wide range of issues such as Brexit, government regulation and employee brand.

Describe HTL in three words.
LIVELY, PROGRESSIVE and FUN.

What benefits do you think a more diverse workforce bring to HTL?

It's crucial that the hospitality industry is flexible; something that women who are caring for children, or elderly relatives also want. Brexit will shrink the EU workforce and there will be a shortage of candidates, which could be filled by mothers, fathers, carers, and those returning from maternity or parental leave.

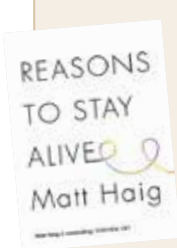
A LEADER SHOULD BE SUPPORTIVE, AND ACT WITH VISION AND INTEGRITY.

What do you hope the HTL industry will look like in 5 years?

Still on its feet. It is transitioning into an industry that is all about experience, and guests increasingly have different expectations. In terms of recruitment, I hope that we will hire people for their ability to engage with guests and their unique personalities. Hopefully work-life balance will become more of a priority, and people will apply to jobs with the confidence that they can succeed within them.



QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

Reasons to Stay Alive by Matt Haig.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

I'm a big admirer of Kate Nicholls, CEO of UKHospitality. Within Casual Dining Group, I would say Celia Pronto, our chief customer and digital officer. What she has done digitally for the company is amazing;

she succeeded in convincing the board and hasn't held back on her commitment.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I recently became vegan, so I've been very interested in watching the hospitality industry take note of these changing dining trends. In 2019 everything must be "instagrammable", so the pace at which we must innovate has increased exponentially.

Within HR, the employee benefits that have been so desperately needed have changed for the better. Businesses are now taking mental health and general employee wellbeing more seriously.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

A leader should be supportive, and act with vision and integrity.



Tanya Clifford

Company Hilton / Position Vice President, Hilton Worldwide Sales, EMEA



Tanya has progressed through the ranks at Hilton in sales and commercial and is currently VP Sales Executive. Earlier in her career, she worked as Head of International Sales for Guoman Hotels, and VP of Sales, North America at Thistle Hotels. She has been in hospitality for over 25 years, with a primary focus on performance and innovation.

What career advice would you give your younger self?

The first one would be to seek out consistent sponsorship throughout my career. Whenever I've excelled and done better, it's because I've had someone with experience in my most challenging areas to guide me. Now, looking at my own team, I've noticed the members with sponsors generally do better as they benefit from personalised external advice.

Secondly, I would say to put myself out there. At times, I've shied away from volunteering for complex projects due to a fear of failure. As I've moved through my career I have

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Feel the Fear and Do It Anyway by Susan Jeffers. It promotes risk-taking, confidence and positive thinking, with lots of exercises to get you thinking in a glass-half-full way. A good personal development book should give you that "a-ha!" lightbulb moment. When things aren't going right, you need to remind yourself that you're in charge of your destiny, be that in the workplace or your personal life. Adopting the mindset of "I can affect this" by making



different decisions was lifechanging for me: my team are bored of me giving away this book!

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

For the last ten years, it's been my current boss Patricia Page-Champion, SVP & Global Commercial Director at Hilton. She has always held strong values I have tried to adopt myself. Over the time I've known her, she has consistently demonstrated the same leadership qualities by creating a trusting environment people feel they can thrive in. From her, I've learnt that people need to feel engaged with as individuals rather than just as team members.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I read an article in the Harvard Business Review entitled "If your managers aren't engaged, your employees won't be either". It talks about the importance of coaching culture in creating an empowering environment by transitioning the manager's role from "boss" to "coach". We need to move away from that traditional command and control environment that modern workforces don't appreciate.



grown in confidence, and as a result I've put myself forward for more projects that have helped me excel as an individual. I've learnt so much from other stakeholders I wouldn't ordinarily have met by being involved in tricky projects that have tested me and my team.

Finally, I would tell myself to never stop investing in my education. There is a tendency as you become busier in more senior roles to shelve your own development, but I think it's at that stage that you need to invest the most time in yourself to stay ahead of the game. I have got more out of the self-development I've done recently than everything I worked on earlier in my career.

If you weren't doing this job, what would you be doing?

I would be a coach. For me, there was a tipping point where the focus shifted from me to who works for me. I recently did coaching training which, even at this stage of my career, made me change the way I engage with my team.

I would, of course, stay within the industry: I joined hospitality as a waitress when I was 17, and I'm not going anywhere! Creating those special experiences and making people happy is in my blood. Guests will always be more loyal to an average hotel with amazing service than an incredible hotel with terrible service.



Helen Cook

Company **Ei Group** / Position **Customer Director**



Prior to joining Ei Group, Helen spent 11 years progressing through the ranks at Novus Leisure.

Helen graduated from the University of East Anglia with a BSc in Genetics and Microbiology, which included a year-long research project in the field at UC San Diego.

What do you find most rewarding in your job?

The diversity of it. I've been lucky to work in many different parts of the business, from marketing to project development. These changes have kept me interested, challenged and intrigued, with lots of opportunities to grow and learn. Also, the market is so different from what it was. Consumer expectations are constantly changing and new entrepreneurs are popping onto the market. We are constantly being pushed to deliver great service and customer experience.



What challenge have you learned the most from in your career?

Something I've learned the most from, and been challenged most by, is people. You can't do anything without people.

Having the right team around you, making sure you engage with them, inspiring and being inspired by them, is incredibly important. It's a challenge to take people on the journey with you, win hearts and minds. But it's so rewarding when you do.

What advice would you give to the next generation of women entering your sector?

Anything is possible. Don't be afraid to challenge, always be creative in the way that you think. Put yourself in

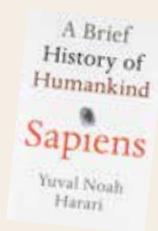
the shoes of the customer. Take risks, try new things, even if they fail. Because the people who try are the people who succeed.

ANYTHING IS POSSIBLE. DON'T BE AFRAID TO CHALLENGE, ALWAYS BE CREATIVE IN THE WAY THAT YOU THINK

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Sapiens by Yuval Noah Harari. It is a fascinating book. It's incredible to recognise how we've evolved as a species, and how religion, politics and storytelling have shaped who and where we are today.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

What the world is doing with data. How that is being used to inform, understand, and guide people. It is an incredible springboard to start from and has so much potential.



WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Somebody who is challenging but empowering at the same time and allows you to take the initiative. It's always important that they are someone that you can learn from.

Alison Cornwell

Company **Vue International** / Position **Chief Financial Officer**



Alison is CFO of Vue International, one of the world's largest cinema chains. Prior to joining Vue she was CFO of film distributor Alliance Films and was CFO of Walt Disney's international TV business. She is a former Governor of the British Film Institute and is currently a member of the ICAS Council and non exec director of the Edinburgh Film Festival. She has a B.Acc. degree and is a Chartered Accountant.

What do you find most rewarding in your job?

Every day is different. In the last year alone, we've done three M&A deals in Ireland, Poland and Germany. We operate in ten countries and I have

always enjoyed working in international businesses with people from different cultures. There is so much opportunity within our business and it's the variety of activity and the ability to make a positive impact which always appeals to me most.

What are the biggest challenges facing women in your industry?

The film industry generally seems to employ a much higher proportion of women at senior levels compared to other sectors. The numbers could be higher, but I also think that the industry is very self-aware. When I was on the board of Governors at BFI, we implemented a formal diversity requirement for a project to be eligible for film financing investments. Equally, I am involved with ICAS, whose foundation works with people from disadvantaged backgrounds and supports them through education, which is very important to me too. The proportion of women in senior roles is still smaller than it could and should be, but I feel very encouraged that there are lots of opportunities for talented women to thrive.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

My favourite textbook at university was *The*



Principles of Corporate Finance by Richard Brealey and Stewart Myers. For those of us

who love maths and financial theory, this has so many applications in everyday business situations. I've even taken it on holiday a couple of times!

Another book which would compete for first position as my desert island read is *The Scottish Islands* by Hamish Haswell-Smith. It covers every Scottish island in detail, and I'm in awe of the author's rigour in taking on such a monumental project of passion and turning it into a bestseller.

WHO IS YOUR ROLE MODEL?

I have been fortunate to learn from many talented people. They are all role models in their own way, but the common theme is that they are inspiring and trustworthy, they energise the people they meet, and they always see solutions rather than problems.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I saw a compelling piece on global warming by BBC News. In this case, a professor at the University of Reading had developed a chart which showed temperature changes across all major continents and countries from 1900 to 2018. When you look at the chart, you see lots of cool blues with a sprinkling of warm pinks and reds on the left, generally before 1995, and then as you look to the more recent years there is a dramatic pattern of hot dark reds. It's such a powerful piece of analysis which is simply put yet expresses the trend in a striking way.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Great leaders inspire people to do things. I saw a quote some time ago by Jeff Weiner that said, "managers will tell people what to do, whereas leaders will inspire them to do it".

Describe your sector in three words.

IMMERSIVE ENTERTAINMENT EXPERIENCE.

Sally Cowdry

Company Travelopia / Position Managing Director, Tailormade and Group Chief Customer Officer



Sally sits on the Executive Board at Travelopia, and in addition to Group Chief Customer roles also heads up a range of UK, Scandinavian and Ireland-based brands as Managing Director. She has experience in driving international growth, as well as digital transformation. Alongside Travelopia, Sally is the Chair of Fellowship Alumni at The Marketing Academy.

What attracted you to work in the industry?

I'm not attracted to sectors as much I am to products and services that people really care about. The great thing about leisure, travel and tourism is that these matter to so many – so it's fantastic to be able make a difference by providing experiences that will be valued. I first started in the travel industry thirty years

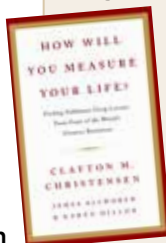
ago, before returning when I joined Travelopia. When I came back, I was able to reconnect with some of my original contacts. It's such a fun, friendly and welcoming industry that many people enjoy their whole careers within it.

What advice would you give the next generation of women?

Don't think about work-life balance; it should all be life. "Balancing" sounds like you must divide the two into enjoyable and not, but if you are doing a job you love this is not necessary! It's not so much about the share of your time but share of mind. If you get home in the evening and aren't present with your family, you may as well not be there. I've always done jobs and projects that I enjoy and valued the people I work with. Your career takes up too much of your life to bring you no happiness, so if you're not getting anything from your job it's time to rethink your choices.

DON'T THINK ABOUT WORK-LIFE BALANCE; IT SHOULD ALL BE LIFE.

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

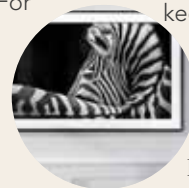
I often recommend *How Will You Measure Your Life?* by Clayton

M. Christensen, James Allworth and Karen Dillon. As a woman who works in a full time, high velocity role with school-aged children, this book really resonated with me. Christensen takes his learnings in business and applies them to how you live your life. For example, he says businesses often prioritise short-term investments, as they give immediate payback, over the long-term ones, which require more belief. In life, the same pattern applies. People overinvest in careers which provide instant gratification and underinvest in the longer-term aspects of their life such as relationships. The book has some interesting

perspectives, and it's a marriage of business and personal strategy.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

It's not news that technology and digital advances are disrupting almost every product, service and experience, but while I was shopping for a new TV, I saw that flat screens can now turn into a framed picture when they are not turned on. A reminder that we all need to keep reinventing ourselves before someone else does!



WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Integrity. A value set that aligns with my own. Honest and clear feedback. Someone you can continually learn from, who empowers you in your autonomy but supports you when you need them. If a leader gets all that right, likeability falls into place.



Describe your business in three words.

UBER-COMPETITIVE, EXCITING and FAST MOVING.

Sonia Davies

Company **Scott Dunn** / Position **Chief Executive Officer**



Prior to entering the travel industry, Sonia spent four years in the B2B sector at Brakes Group, becoming Change Director for Europe following their acquisition by Sysco. Prior to this, she held a variety of roles at Netjets. She has a background in commercial, strategy and finance and studied Natural Sciences and Management at Cambridge.

Describe HTL in three words.
FUN, INSPIRING and INTERESTING.

What attracted you to work in the HTL sector?

My background is in consulting and accountancy, so I've had exposure to many different sectors for short periods of time. I always gravitated back to consumer-focused businesses, as I really enjoyed seeing the genuine difference you can make to a customer within the service industry.

What benefits do you think a more diverse workforce bring to HTL?

In order for us to provide the best service to our customer base, we need to recognise that our guests come in all shapes and

sizes. It's important that our workforce is reflective of the range of genders, ethnicities and sexualities our guests represent.

What do you hope the HTL industry will look like in 5 years?

I hope it will be more performance-based. People of all backgrounds should be recognised for the value they bring. I would like to see more senior female leaders in travel and leisure, as currently we are few and far between. At junior and middle level, there are lots of fantastic women in the sector so it would be great to see them making their way up the ranks.



YOU DON'T HAVE TO BE A RUTHLESS MACHINE TO BE A SUCCESSFUL WOMAN

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

The Five Dysfunctions of a Team by Patrick

Lencioni, which tells the story of a woman who enters a challenging leadership situation with a very dysfunctional team. You never work alone no

matter what level you're at, so it's crucial to pull everyone in the same direction and have fun working together.

WHO IS YOUR ROLE MODEL?

Jacinda Ardern, the Prime Minister of New Zealand. She's not ashamed of showing she is a human being who cares, and she's a phenomenal leader for it. I find her



inspiring because she proves that you don't have to be a ruthless machine to be a successful woman.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Being genuine, and as honest as possible. A good leader should be able to connect with and listen to the frontline just as well as with their Board and the senior team.

Francine Davis

Company PureGym / Position Chief Strategy Officer

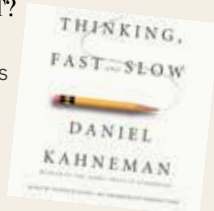


Prior to entering the leisure sector, Francine spent five years in investment and consulting at Cardale and FSD. She joined PureGym in 2015 as Commercial and Strategic Development Director before taking on her current role, where she oversees strategic planning and business development. Francine holds BSc in Psychology, as well as an MBA.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

I tend to read books that delve into why people behave in the way that they do. I've followed Daniel Kahneman's work and his research behind *Thinking Fast and Slow* is something I draw on regularly to attempt to understand why we make the decisions we do.



WHO IS YOUR ROLE MODEL?

Wilma Rudolph, the Olympic athlete, would be at the top of my list. As a youngster, Wilma was a sickly child who grew up wearing a leg brace because of polio and was constantly told she

would never do more than walk with a limp. However, she went on to become the first black American woman to win three gold medals in track and field at a single Olympics in 1960.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I recently heard the speech that had been written for President Nixon in case the Apollo 11 mission failed. It was incredibly moving and highlighted the huge risks associated with space exploration, yet they still went!



WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Honesty and integrity, innovation and solution seeking. You need to be honest with yourself, your colleagues and your boss, even if that means disagreeing with them or addressing difficult topics. Tenacity is important, and a leader keeps going if it's the right thing to do, innovating and finding solutions to any challenges. One of our values at PureGym is standing shoulder to shoulder with your team and colleagues. This means being open and honest as well as supporting them at whatever level they need and expecting the same in return.

Describe the fitness industry in three years?

**VIBRANT,
WORTHWHILE
and FAST-PACED.**



What do you find most rewarding in your job?

A large part of my role is looking at the opportunities for growth across physical assets, such as creating new formats for PureGym sites and digital channels. This means I get to see all the new and exciting trends that are gathering momentum, as well as working out how the PureGym model can continue to bring affordable, contract-free fitness to more people across the UK and beyond. This means every day is different, and experiencing variety across people, context and countries is something that I enjoy. Developing innovative ways to make fitness

more accessible, which has a direct impact on someone's health and wellbeing is incredibly rewarding.

What advice would you give to the next generation of women entering your sector?

Be positive. Be confident without being arrogant, believe in yourself and your abilities, and don't fear failure. Instead, use it to strengthen your knowledge.

Kerry Dawes

Company TUI / Position Director of Marketing and Technology Designate



Kerry is set to join TUI, where she will head up the Marketing Technology function. She has experience in international transformation within digital. Kerry spent four years at Experian in Australia and the UK prior to her current role.

What attracted you to work in the HTL sector?

The opportunity to innovate and drive change in a saturated industry. Some areas are more behind than others when it comes to their digital maturity, but there's a large appetite to push those forward.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Lean In by Sheryl Sandberg, which I take a new lesson from every time I reread it.

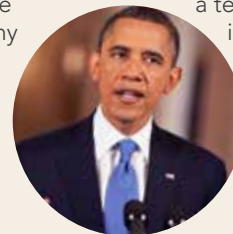


WHO IS YOUR ROLE MODEL?

Barack Obama. His passion and personality as a leader are very inspirational.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I'm fascinated by advances in AI. I was really inspired reading about one particular company that uses technology to create bespoke voices for those unable to speak due to illness.



Describe HTL in three words.
CONSUMER, DISPOSABLE INCOME

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

A passionate attitude and the ability to source the right combination of people for a team. A leader's passion is infectious, so I try to inspire people to buy into my vision.

What benefits do you think a more diverse workforce bring to HTL?

Diverse thinking. If we want to better represent our customers and their different perspectives then we need a diverse team who will produce fresh ideas and new propositions - keeping us competitive and forward thinking.

What do you hope the HTL industry will look like in 5 years?

I hope we will see more diversity, both in the workforce and in ideas. I'd like to see us more open to innovating new approaches to enhance customer experience. This comes from a seismic shift, right from the top around how this industry operates and responds to ever-changing customer needs.

A LEADER'S PASSION IS INFECTIOUS, SO I TRY TO INSPIRE PEOPLE TO BUY INTO MY VISION.



Sophie Dekkers

Company **easyJet** / Position **Director of Scheduling**



Sophie has spent the last 12 years at easyJet, starting her journey as Customer Research Manager before moving into more commercial and change-focused roles. Prior to this, she worked in market research internationally. As Director of Scheduling, Sophie plays a key role in informing the airline's commercial and strategic direction in the UK.

THE MOST POWERFUL UNDERLYING ATTRIBUTE A LEADER CAN HAVE IS AUTHENTICITY

What attracted you to work in the HTL sector?

I've always been interested in aviation, as my father and grandfather built engines at Rolls Royce. After university, I went into market research before deciding I wanted to focus on the client side and, if I were going to be tied to one business, it would have to be one that interested me. I joined easyJet twelve years ago during a very exciting period, so

I knew I would never get bored. Initially, I was the entire market research department! I'm now onto my sixth role in the business, as this is the kind of company where there's always an opportunity to move into a new area if you put your hand up. I love how easy the travel industry is to discuss given that it is something people associate with positive memories. I also love that easyJet was a challenger brand, as innovation for me suggested that the company would be a constantly changing environment, looking to grow. This turned out to be true: at the time we had fewer than one hundred aircraft, and now we're the eighth biggest airline globally.

What are the biggest challenges facing women in HTL?

A lack of role models in leadership. Previously, I didn't think I could even be a senior manager when I saw the "macho" style of senior management at the time. I didn't want to be like that. When our former CEO Carolyn McCall joined in 2010, she was a real figurehead. A visible female role model was critical in opening my eyes and making me think, "that is something I can do". While we're seeing increasingly equal numbers of women in industries like medicine, the percentage of women pilots has not increased significantly above 5% in the last one hundred years which is why easyJet launched its Amy Johnson Initiative in 2015 with the aim that 20% of its new entrant pilots should be

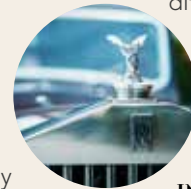
QUICKFIRE

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Carolyn McCall of course, and Katherine Bennett at Airbus who has done a lot within the sector.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I do find the momentum surrounding diversity and inclusion exciting. I recently read a study of three thousand employees across twenty large US firms which found that 61% of people don't feel they can be themselves at work. Even 45% of straight white males felt that they were concealing some part of their identity! It's crucial



that we, as a business, focus on fostering an inclusive environment where everyone feels they can be themselves. If not, people spend their energy putting up pretences when they could be using their different backgrounds and experiences to bring innovative, nuanced ideas to the table.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

The most powerful underlying attribute a leader can have is authenticity, as that gives people the confidence to lead as themselves. Openness, honesty and trust in your team are important, as are energy and passion.



female by 2020. In 2018 we reached 15% and so we're well on track to meeting our target. This should form part of the stimulus in creating change.

How have you seen your company culture change?

Former CEO Carolyn McCall encouraged us to start dialogues around females in leadership and

what we could achieve together. I represented easyJet at a Parliament committee on the gender pay gap, and I'm now a business leader on diversity and inclusion to engage the entire staff in improving the environment. Carolyn was the catalyst for change, but our current CEO Johan is just as passionate about investing in progress.



Fiona Eastwood

Company Merlin Entertainments / Position Managing Director, Midway



Fiona began her career in media, where she worked for the BBC and BBC Worldwide for 15 years. She joined Merlin in 2015 as Global Marketing Director of the Midway division, where she has recently become Managing Director. Fiona was part of the Breakthrough Programme for Senior Executives at the IMD Business School.

What career advice would you give your younger self?

I would tell her to stop worrying about how life is going to pan out in the future and be brave and confident.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

I really loved Steve Peters' *The Chimp Paradox: The Acclaimed Mind Management Programme to Help You Achieve Success, Confidence and Happiness*. He worked with Team GB cycling team to "control their chimps". I always recommend this book to my teams as it helps with confidence and imposter syndrome.



WHO IS YOUR ROLE MODEL?

I sought out a mentor, Baroness Sue Campbell, who was chairman of UK Sport and drove the success of Team GB at the 2012 Olympic Games and beyond. I admired how she transformed Team GB and delivered collaboration and cohesion amongst disparate teams.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I recently read a brilliant book over a weekend called *The Choice*, a true story of

hope by Edith Eger in which she recounts her life to show how you can "escape the prison of the mind" and build resilience and strength.



WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Passion, authenticity, focus and able to communicate across all levels.

If you weren't doing this job, what would you be doing?

When I was younger, I was torn between working in media or becoming a lawyer. I ended up choosing media and leisure and haven't regretted it for a second.

What are the biggest challenges facing women in HTL?

Under-representation at Executive and Board level. Although it's improving, there is still a need to focus on it and Merlin is a great example of that diversity within senior leadership.

STOP WORRYING ABOUT HOW LIFE IS GOING TO PAN OUT IN THE FUTURE AND BE BRAVE AND CONFIDENT

Describe HTL in a few words.

BEING "GUEST OBSESSED" TO PROVIDE MEMORABLE EXPERIENCES.

Kate Eastwood

Company Revolution Bars Group / Position Sales and Marketing Director



In her current role, Kate drives sales strategy across the Revolution and Revolución de Cuba brands, focusing on the corporate market as well as digital innovation. Since completing her degree in International Hospitality Management, Kate has worked across the catering and pub sectors.

What attracted you to work in the HTL industry?

It's a sector I've wanted to work in from young age, mainly because of the very nature of hospitality and leisure. It's such a people-focused job. I love the energy that comes with it; we aim to give people enjoyment, so there's a constant positive energy about it. It's vibrant and alive and I thrive in that environment.

What are some unique challenges in your sector in terms of diversity?

I've noticed that different areas within our company attract different genders. Our food teams of kitchen managers are near 90% male dominated, but, in direct contrast, our sales teams are around 90% female. We need to consider why the appeal of certain jobs results in such direct gender disparity.

We need to think hard about what is driving that, whether we should encourage more fluidity between the different sectors, or if it's something about the culture within each. We need to open opportunities, especially with Brexit on the horizon. If our EU workers decide not to stay in the UK, we will have a massive shortage of kitchen staff who will not be easy to replace.



QUICKFIRE



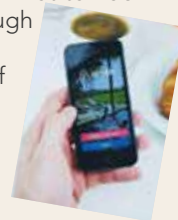
WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Ann Elliott is an inspiring figure with the way she networks within

our industry whilst really encouraging women to progress. Another person I admire is Fiona Regan, who was the People Director here at Revolution. She has faced some difficult times with incredible grace and strength.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

The way that the retail sector uses data to shift and drive performance. It's interesting to observe it from outside the sector, and it constantly impresses me when I see what can be achieved through



it. Amazon is the epitome of this. To have fundamentally changed the structure of the retail landscape itself with data, proves how vital it is that we all learn from them in some way. Really understanding what customers want is key to this. I think we as an industry can sometimes be too slow to embrace

the speed at which technology is innovating. Disruptors like Airbnb are carving strongly into the margins of traditional HTL powerhouses, mainly because we are not integrating ourselves as readily with technology.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Honesty, trust, and inspiration. An ideal leader is someone who believes in you and lets you drive projects that you personally want to do, but also provides you with the direction and inspiration to do it well.



WE AIM TO GIVE PEOPLE ENJOYMENT, THERE'S A CONSTANT POSITIVE ENERGY

Zuleika Fennell

Company Corbin & King / Position Managing Director



Zuleika has worked at Corbin & King for the last 15 years. Starting in the Group HR Director role, she oversaw people operations during the sale of Caprice Holdings and the opening of the Wolseley, Delaunay and Brasserie Zedel restaurants. In her current role, she oversees the strategy across multiple disciplines for the restaurant and hotel businesses.

What career advice would you give to your younger self?

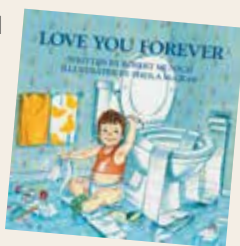
Fail fast. Often, we get tied up in our pride and personal ego, which is particularly true of women in business who feel they must outperform their male counterparts. We don't want to let people know we've made a mistake or failed, but we should own it, brush ourselves off and get back into the fight. Very few people succeed the first time of trying something. More personally, I'd tell myself not to avoid the challenges I was nervous about or to self-sabotage, something I was very adept at doing because I never thought I was good enough. Be it going for jobs several paygrades above

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

At our Aspiring Women conference we gave away copies of Sheryl Sandberg's *Lean In*. So many of her experiences with empowerment and inadvertent self-sabotage were like a lightning bolt for me. Stories of women stepping away from promotions ran particularly true to our organisation, so the book acted like a 'bible' of key messages and solidarity. Recently, I was very touched by Michelle Obama's *Becoming*. On the flipside, it tells the story of someone so academically brilliant and with such a fantastic career who chose to press pause on her own ambition. Instead, she stepped aside to support her husband's political ascent against the wolf of American politics and the backdrop of institutional racism. Her vulnerability,

fear and frustration were incredibly powerful as it felt very authentic. I have a three-year-old daughter, and my favourite book to read to her at the moment is *Love You Forever* by Robert Munsch. It's purely and simply about unconditional love and ensuring a secure environment for a child, which I found extremely inspiring and motivational.



WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

I've been saying for fifteen years that I feel blessed to work for two of the most inspiring people in the industry, Chris Corbin and Jeremy King. They have been so patient, caring and supportive to me personally, and I've stayed within the business not because of how much they've pushed me, but because of the values on which they built their empire. They have never

approached decisions from a cost point of view, instead always prioritising how the end customer feels. This is the secret to their enduring success. In their mid-sixties, both men are working incredibly hard because they are so passionate about what they do and have a hand in everything. Their whole mantra is to make food the customer wants to eat, in an environment in which they feel they belong, and they bring everything back to that premise.

Karen Jones is someone else I look up to. She started at Peppermint Park, launched Café Rouge at twenty-four, built an incredible empire and became CEO of Punch Taverns. We were lucky to have her as a NED for three years, and the access to her energy and inspiration was phenomenal. She doesn't compromise on service or listening to customers and always brings you back to that.

STEP UP, FACE YOUR FEAR AND JUST GET ON WITH IT!

mine or public speaking, nothing I've ever feared has been as horrifying as I'd convinced myself it would be. Ironically, these have been the most formative moments in my career. I cringe when I remember walking out of work experience at fifteen years old because I didn't know how to send a fax

and was too scared to ask. If I could go back in time, I'd say step up, face your fear and just get on with it!

If you weren't doing this job, what would you be doing?

My "passionate" answer is a West-End singer. I trained for it, but my parents who had been in the industry stressed how hard it was to be successful and make a real living out of it. So my more "pragmatic" answer would be a lawyer. My background is in

Operations and then HR which is admittedly connected, but I'm also analytical in my thinking and creative in my problem solving, and I enjoy the discipline of researching.

Jo Fleet

Company **Flat Iron** / Position **Managing Director**



Jo has been a Managing Director for a variety of restaurant businesses, including Ask and Zizzi under Gondola, Tasty, Wahaca and most recently Flat Iron. She spent her earlier career at My Kinda Town before joining Ask in 1998.

Describe HTL in three words.

**FUN,
CHALLENGING
and EVOLVING.**

TAKE MORE CHANCES.



What career advice would you give your younger self?

Take more chances.

and promoting it as a sector with amazing career opportunities where you can be running a huge business at a young age.

If you weren't doing this job, what would you be doing?

The same role in another restaurant company. I genuinely love the hospitality industry and would recommend anyone to join. I think we need to get better at attracting people to the industry

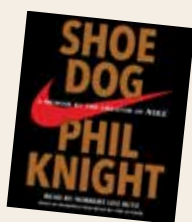
What benefits do you think a more diverse workforce bring to HTL?

Gender balance is very important. Women work differently to men, so by working together everyone benefits. Not only do we see things differently, but our approach and goals are often quite contrasting.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

I couldn't pick one book, as all books can teach us about how other people think. I'm currently reading *Shoe Dog*, which is a memoir by Phil Knight, the creator of Nike.



WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Karen Jones. She has achieved brilliant things, and her vision and direction are very down-to-earth.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I think the food halls that are popping up are interesting. They create an ideal platform to start a new concept or

an idea with relatively little capital and enables people to adapt and improve at little cost.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

A leader should be a good listener and someone who gives clear and honest direction.



Hazel Geary

Company David Lloyd Clubs / Position Chief Operating Officer (David Lloyd Clubs Talwalkars, India)



Hazel originally studied Mechanical Engineering but began her career as a Management Consultant before joining the leisure industry with David Lloyd Leisure in business development and strategy. She has been in the business for the last nine years and has spent the last 3.5 years in India where she was solely responsible for the design, construction and operational launch of the first David Lloyd Club in Asia.

FAILURES AREN'T ALWAYS NEGATIVES.

What are the biggest challenges facing women in HTL?

Having the confidence to go for positions when they open up. Many women I talk to within different organisations are unsure of how to take the next

step in their careers. I don't necessarily think there are barriers stopping women from progressing in HTL, but there are undeniably perceived barriers. Women would benefit from a good mentor to show them the way. Otherwise, and I think this is true of other sectors too, you find yourself taking a bit of a leap of faith. In general, men are better at saying "that's a pretty good shot" when considering new roles; if they're 70% of the way there, they believe that's enough, and they can learn the rest on the job. But women often feel they need to tick every single box before they are good enough to try.

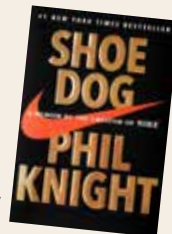
How have you seen your company culture change?

This industry moves very fast and I've seen a lot of change, not necessarily specific to women. We've focused on how to develop people in the company and recruit from within, setting up programs to train people up to be general managers. We aim to give our people confidence, let them know that they don't have to be perfect yet, they just have to be willing and driven to try, and in turn David Lloyd will give them the skills needed to be successful in that role. Even though this focus on growing from within is not exclusive to women at all, it is a critical program to encourage them to push for the next position they really want.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Shoe Dog, by Phil Knight, the creator of Nike. Though it reads as if it were a novel, tracing a story so intriguing that I couldn't put it down, there was something in it that resonated deeper. It describes the story of someone who keeps going, no matter what setbacks are thrown at them. The troubles are so endless, you almost want them to give up, but they don't. I think that teaches you an incredible lesson. The book focuses more on entrepreneurship, and I feel you should look at your own career, even if you work for a company, as an entrepreneurial endeavour. You must manage your own career well. If something goes wrong or you're met



with rejection, find the gaps and fill them. Failures aren't always negatives.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

First and foremost, empathy. It is the key to understanding your team, which is the best way to get the best out of people. Next, tenacity. If something's not quite working, keep at it, think about how to do it differently, and eventually, even if you don't achieve exactly what you set out to do, you'll be much further than if you'd given up. Finally, knowing how to be wrong. I'm pleased now if someone in my team proves me wrong; it shows that they're developing. One person cannot know everything, and I rely on experts if I need to. The people around me are there because we do well as a whole. Leadership cannot be a one-person job.



Lisa Gibbons

Company Casual Dining Group / Position Brand Director, Bella Italia



Lisa has spent the last 10 years in the hospitality industry, starting out in the pub sector at Mitchells & Butlers before moving into restaurants with the Casual Dining Group. During the time in the business, she has worked in different areas of the company, starting out in Operations before moving into her current role, where she is responsible for brand strategy within the Bella Italia business.

What do you find most rewarding in your job?

The cliché of working with people. I get huge insight into people at so many levels of the organisation: from pot-washers to operations managers, and part-time university students to high-performing GMs wanting to accelerate their careers. I love that I can interact with people wanting to do so many roles within the industry, while having the power to influence them across all levels.

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

Last year I was given *The Secret Thoughts of Successful Women* by Valerie Young, which I wish I had read twenty years ago. It goes back into imposter syndrome and the unconscious gendered thoughts which separate us from men. Many women overthink their career progression; when they're promoted, they put it down to someone liking them personally, feeling sorry for them or trying to tick a box, rather than because they're plain good. The book reassured me that I'm here on my own merit because I'm good at what I do. I recommend it to every strong female I encounter struggling with self-doubt, as knowing your feelings are natural clears the headspace to

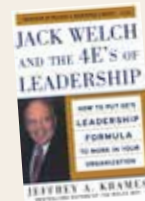


overcome them. It's such a super self-help book; women at every level of the industry would benefit from reading it. Secondly, I would say *Jack Welch and the 4E's of Leadership* by Jeffrey A. Krames. You must have your own Energy, the ability to Energise others, develop an Edge over the standard and Execute tasks rather than just talking. I learnt that you can pull out one of these attributes as a development opportunity within most people.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Vanessa Hall, co-founder and director of Jack & Alice, whom I worked for in several roles at Mitchells & Butlers. I was inspired by her style, her mannerisms and her natural gift to see the underlying talent in different people. She gave me my first opportunity when I was a very insecure operator

wanting to stretch myself into a multisite leader. I'll always admire her as an operator and a leader, and I'm eternally grateful that she saw more in me than I saw in myself at that time. In this masculine industry, it's taken me a long time to reference back to the female leadership and role-modelling that had so much influence.



WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Honesty, trust, openness, empathy. I do like the results-driven operator, but a big part of our industry is people working for people. You need the ability to create relationships with the team at every level, as a personal rapport helps breed honesty, trust and engagement. This ultimately produces great results, which naturally come off the back of those connections.

What advice would you give to the next generation of women entering your sector?

Be you and be confident being you. Historically, the industry has always been male dominated. I wasted so much of my career trying to second guess how I should conduct myself and behave as an operator, rather than being comfortable and confident enough to pull out the benefits I have as a strong woman in the

industry. Rather than trying to act more masculine and dominant, you need to embrace your uniqueness.



Natasha Grice

Company Virgin Trains / Position Executive People and Responsible Business Director



Describe HTL
in three words.

**FUN,
ADVENTUROUS,
CHALLENGING.**

**THE CULTURE OF AN
ORGANISATION IS LIKE
A DELICATE FABRIC**

Currently sitting on the executive management team of Virgin Trains, Natasha has worked for Virgin companies for over 20 years – initially as cabin crew at Virgin Atlantic. Since joining Virgin Trains in 2002, she has worked across multiple functions, including customer relations, brand, talent and operational roles.

What do you find most rewarding in your job?

Being in a position to influence what it feels like to work at Virgin Trains. The culture of an organisation is like a delicate fabric and can be easily torn or damaged if it's not handled with care and attention. In this role you really can listen to people and get under the skin of what could be improved in a business, and what you need to keep doing more of. I can affect change and hopefully make a difference.

What benefits do you think a more diverse workforce bring to HTL?

The benefits are vast! Bringing greater diversity in thinking, views, talent and creativity can only lead to a rich tapestry in decision making and continuous improvement in the industry, not only for customers but for our people too. We serve so many different communities along the West Coast Mainline and our workforce should reflect that.

How are you encouraging more women into the industry?

I am keen to attract more women into the industry particularly into driver and engineering roles. I encourage our talent team to think differently about how we recruit women, but also how we support them when appointed. We have a coach and mentoring program to develop all of our people to be the best that they can be through support and guidance from colleagues internal and external.

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

Becoming, by Michelle Obama.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Listening to my nearly sixteen-year-old daughter share her view about the future of travel and what customers will want from train travel. It's fascinating what our children can teach us.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Richard Branson, obvious but true! He is a true champion of people and consumers.



WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Approachable, trustworthy, credible, inspirational, genuine and does what they say they are going to do!



Tamara Griffin

Company **Burger King** / Position **People and Culture Director**



Tamara spent the early part of her career in Retail before moving into Hospitality. She has been in the sector since 2012, and has worked for high-profile brands such as Nandos, Leon, PizzaExpress and Burger King. Tamara leads the people strategy development in the business.

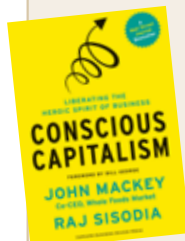
What benefits do you think a more diverse workforce bring to HTL?

The one I land on continually is that it brings about better thinking, and through that we can offer better products, services and experiences for our customers and people. Without diversity, there are huge biases that can stunt the creativity of the organisation. Diversity is less about seniority. If you're trying to solve something and have the right people in the room, you're allowing for more innovation which ultimately gives you a competitive advantage.

What do you hope the HTL industry will look like in 5 years?

It's difficult to see ahead but beyond whatever the fallout of Brexit gives us, it's going to have a profound impact on the industry. That aside, and looking forward with positivity, as technology picks up pace and starts to play a bigger role within hospitality, I hope it crystallises the importance of people within our sector. Technology needs to play a part in understanding and delivering what consumers want and I hope this creates more opportunity for high quality, meaningful human interaction to take centre stage. After all, this is what makes hospitality so special today. On the diversity front, I hope that businesses become more conscious about creating inclusive and representative environments. I would also like to see perceptions change, with hospitality being a credible employment choice for people from all backgrounds and with all kinds of ambitions.

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

Conscious Capitalism by John

Mackey. It's about purpose-led organizations that understand that their role in society is more than making profit or serving shareholders. It recognises the importance of all stakeholders and considers capitalism in a way that serves all of them. It's a higher purpose thought piece in terms of the role organizations play in delivering value. I have always had a clear view on the link between the employee experience and the customer experience, and it's made me think more thoughtfully about what goes beyond that. It's prompted me to think more deeply than I did before about the role of

business in society. It also resonated with me about my own purpose and how I personally create value.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Maria Horn, acting CEO of Nando's. She's another female senior leader in the sector and there aren't that many of us. More importantly, she's probably one of, if not the most, authentic leaders I've ever worked with and she's inspiring to work alongside. She's thoughtful, introverted and highly creative. She is a phenomenal coach and continued to push boundaries of what was possible when I knew her in Nando's. She's very conscious; she does for others more than for herself. She's humble and I feel privileged to have worked with her.



WITHOUT DIVERSITY, THERE ARE HUGE BIASES THAT CAN STUNT THE CREATIVITY OF THE ORGANISATION.

Di Gwinnell

Company SACO, The Serviced Apartment Company / Position Group HR Director



After completing her studies in English Literature, Di went on to gain her Advanced Diploma in HR management. Her experience ranges from talent advisory to culture change and business growth. Currently, she is leading the People agenda for SACO.

Describe HTL in three words.
FAST-PACED COMMUNITY.

What do you find most rewarding in your job?

Seeing people fulfil their potential, especially when they didn't even know they had it themselves.

What benefits do you think a more diverse workforce bring to HTL?

Our guests come from all over the world. I love the fact that our team mirrors the diversity of our guests, which helps them feel at home when they stay with us. From a gender perspective, I recently listened to Anita Williams Woolley's podcast on Bruce Daisley's *Eat Sleep Work Repeat*. Her research

has found that teams that are majority female outperformed teams which were majority male or even had a 50/50 split. It suggests that a positive bias towards under-represented or minority groups may support business performance.

How are you encouraging more women into the industry?

Women in Hospitality has been great, as we now feel part of a steering group despite not having the scale to run our own programme. The masterclasses they run on topics like supporting

flexibility in the workplace or progression to senior roles have been useful for us. We are conscious that if we recruit externally for these roles, we are often presented with more male than female profiles. It's about creating visible role models. We also held a forum where people from our support centre teams could talk about the Gender Pay

Gap on a macro as well as organisational level. When I asked people for their thoughts, a staggered returners programme and enhanced maternity pay came out as suggestions which we have successfully implemented this year.

A LEADER MUST BRING A VISION TO LIFE, WHILE LISTENING TO THEIR TEAM AND BEING HUMBLE TO GET THE BEST OUT OF THEM.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?



Mary Portas' *Work like a Woman* got me thinking differently about culture, which I'd never viewed through the lens of gender before.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

We recently switched from measuring engagement annually to quarterly pulse surveys. Looking at these results has been very interesting; people appear to respond better to humanity in leadership.



WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Being a strong communicator and storyteller. A leader must bring a vision to life, while listening to their team and being humble to get the best out of them.



Claire Hamon

Company Arriva Group / Position Group Chief Information Officer



After working at Lloyds Bank and focusing on delivery and retail ecommerce, Claire obtained an MBA in Business Studies from the University of Bath with a specialism in change management. Claire has worked across IT operations and strategy throughout her career, overseeing stakeholders and change delivery.

KNOW THAT YOU'RE THERE FOR A REASON AND HAVE THE COURAGE AND CONVICTION TO RESPECT AND VALUE THE DIFFERENCE YOU BRING.

What do you find most rewarding in your job?

I joined Arriva at an exciting time in the transportation industry. Arriva has always been about connecting people, and new technologies are making these connections possible by offering fresh innovation to existing needs. My role as CIO

has a unique vantage point as it allows me to look at the operations side of the business, not in terms of the physical machinery, but more the interrelationships between people and processes that make businesses successful. I have a real passion for change and am drawn towards businesses that push their boundaries and aren't afraid to "self-disrupt". It's not about having leading-edge technology, but instead being at the leading edge of a business and using technology to go even further. I've been lucky in my career that I've been involved in many exciting firsts. Two good examples are when I think back to the first time a customer could pay for their purchase without having to walk to a till, or the first time a lawyer could access case details regardless of their geographical location. Using tech in a positive way to revolutionise the way people work and how they feel about something is really inspiring to me and is the main reason I'm in this role. It's not about the "tin and wires", it's about the difference you can make to people's lives.

What advice would you give to the next generation of women wanting to become CIOs?

Have the courage and self-belief to trust your instincts and indulge your restless curiosity. While you probably are going to be in a minority as a woman in technology, know that you're there for a reason and have the courage and conviction to respect and value the difference

you bring. Look to the role models that help energise you, but also know that you are unique and can add value to the conversation. If you have that core integrity, they will see 'you' and it's that they will be inspired by. What matters is that you give them a truth that is aligned and reflective of the character you bring into your discussions. Everything else is secondary to this.

Describe HTL in three words.

ON THE MOVE!

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

The Gift of Dyslexia: Why Some of the Smartest People Can't Read and How They Can Learn by Ronald Davis. I read it when my daughter was seven and we identified she has dyslexia. At its core, it's about how we often oversimplify society and assume that everyone learns and experiences life in the same way. It helped me understand that my daughter saw, heard, experienced and felt the world in a very different way and made me realise how valuable that difference is. She's really interested in becoming an engineer because she thinks about patterns and how things fit together, and the book really opened my mind to the different perspectives people can bring. If you don't embrace this or presuppose that those who do things differently are doing it badly, you are



missing that richness and tapestry. This has really influenced me as a person and the way I lead my team.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I recently read a business publication by the Government Office for Science that focused on the future of the transportation industry. I turned this into an A5 booklet so I could take it on holiday and not feel guilty about reading a paper. It gave me a vocabulary I needed to articulate myself in this time of unprecedented change. I love how it talked about technology as a primary driver in the future of mobility and it made me think about how we use technology to make it easier for our customers to access our services. They say that it's a once in a generation opportunity to develop a genuinely integrated transport system for the 21st century. We're an industry that is undergoing a major evolution and I find that really exciting.

Elizabeth Haun

Company IAG Cargo / Position Chief Financial Officer



As CFO for IAG Cargo, Elizabeth is responsible for developing the five-year business plan, annual planning, analysis and quarterly financial results. Formerly, Elizabeth worked for PwC across several industries, including telecommunications, IT, media & entertainment and retail.

Describe your business in three words.

UNPREDICTABLE, INTERESTING and CHALLENGING.

What attracted you to work in the travel sector?

I was most attracted to the opportunities presented by the industry. I started at IAG Group on a secondment from PwC, so at the time I wasn't directly involved in travel or hospitality at all. I just ended up in the right place at the right time! It was a different type of opportunity from what I was doing then, as I wanted to understand

the world of industry. IAG were looking for someone to consolidate British Airways and Iberia following the merger, so I was attracted to the prospect of taking two great, different airlines and putting them together. If the industry wasn't as challenging and volatile, I may have lost interest sooner.



What benefits do you think a more diverse workforce bring to HTL?

A diverse workforce brings more balanced views and provides a more rounded picture of how people think. We need to understand all our consumers better, rather than just a proportion of the population. People who

share the same experiences will deal with problems in the same way and always get the same answers. If we aim for different thinking around the table, the better the outcome will be.

become paperless – the amount of paperwork and manual processes is shocking. Reducing this would increase efficiency, reduce the time to get packages to where they need to go and improve the experience for the customer.

What do you hope the industry will look like in 5 years?

One thing I'd like to see is for the cargo industry to

A DIVERSE WORKFORCE BRINGS MORE BALANCED VIEWS AND PROVIDES A MORE ROUNDED PICTURE OF HOW PEOPLE THINK

QUICKFIRE

WHO IS YOUR ROLE MODEL WITHIN THE INDUSTRY?

There isn't one person. When I need to deal with a challenging situation, I think about what different inspirational people I know, and respect would do, and



I try to channel my inner "Patrick" or "Chris".

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

The other day, we had two three-year-old white rhinos weighing 3450kg together



in our warehouse in transit from Johannesburg to Guatemala. I found that amazing.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Vision, passion, and the ability to follow through and deliver.

Emma Henderson

Company easyJet / Position Captain



QUICKFIRE

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

No one in particular; my role models have always been people whom I've flown with. A wise person once told me, when you become a captain, look at two people you love flying with the most and pinpoint why. Then look at two people you like flying with the least and compare. Model yourself on the people you enjoy flying with and remember whose mistakes you can learn from. These role models don't have to be women. Many of mine, with the sector being highly male dominated, have been men. But I think it's ok to have a male role model as a woman; I hope people remember that.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

The Amy Johnson initiative within easyJet has been a big part of my life for the last couple of years. I've been heavily involved with promoting that and going into schools to talk about piloting. That programme, along with all these incredible STEM initiatives happening to encourage more girls into these industries, is vital. They're not about taking anything away from male candidates for those roles, but about helping young girls and boys understand that there isn't gender specificity for any job they want to do. We need to promote to our future generations that it is ok for the women of the future to aspire to any job they want,



and men to do the same, as well as supporting and understanding a balanced workplace isn't just important, but the norm.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Understanding where people are coming from, and not having any arrogance about the role. Remember that you're not going to be everyone's friend; as you are their boss after all. You can lead in a number of ways, but I think the most effective is to lead from the back. This is how I see my role. I'm always the last person through the door, holding it open for my people. I think it's incredibly important to make people feel like they're valued.

Emma began her easyJet career as Senior First Officer before becoming Captain in 2016. Prior to this, she spent a year as a Deputy Chief Flying Instructor in Inverness, where she was responsible for Private Pilot's License (PPL) and ground training. She studied History at Leeds, where she was part of the University Air Squadron.

MODEL YOURSELF ON THE PEOPLE YOU ENJOY FLYING WITH

What challenge have you learned the most from in your career?

There have been a couple of instances. I'm quite open about this, but many years ago, I failed my initial command course. For six months I was debilitated with an autoimmune triggered illness. They were afraid that I wouldn't be able to walk again, let

alone fly, and I had a young family too. All of it was a real wake up call. But I was lucky with my medical care and got through it. When I came back to work, I put myself forward for the command process too soon. This whole event, whilst incredibly challenging, really served to change my attitude towards my job, and life in general. I've always been grateful for the job I have, but now I'm even more aware about how incredibly

grateful we should be for the life around us, even when things aren't necessarily going to plan.

What advice would you give to the next generation of women entering your sector?

Follow your dreams but don't worry if the path to where you want to go isn't as straightforward as you want it to be. Life can have dips down and mountains to climb. Mine certainly wasn't perfectly smooth.

Remember that you can achieve what you want if you work hard enough, and if you have the aptitude for it. Luck can be an important factor too. Push on doors, take those chances if they come up. Be grateful for any luck you receive and pass it on to anyone else you can.

Describe HTL in three words.

AWE-INSPIRING, RESPONSIBILITY and INTEGRITY.

Nicolette Henfrey

Company IHG / Position Executive Vice President, General Counsel and Company Secretary



Nicolette has worked at IHG for 18 years, where she has progressed rapidly through the ranks to VP and Senior Group Legal Advisor before taking on her role as EVP. Her responsibilities range from corporate governance to internal audit, which she oversees for the 5,500 hotels that IHG manages globally. She works closely with the Board and Executive Committee.

Describe HTL in three words.
WELCOMING, EXCITING and DYNAMIC.

What career advice would you give your younger self?

There are no silly questions. Be curious and challenge. Take more risks and be patient, a career is a marathon not a sprint.

If you weren't doing this job, what would you be doing?

I can't imagine not doing this job. I believe it is important to be passionate about what

you do, and I have always loved it. But when the time comes, I want to do more in the charity sector.

What benefits do you think a more diverse workforce bring to hospitality?

Hospitality is about making all our guests feel welcome and a diverse workforce brings so much richness of knowledge and experience. Different perspectives help create a truly inclusive environment.



QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

I love reading and have read so many wonderful books that have influenced me over the years. I recently finished *Educated*, by Tara Westover, which was profoundly moving on so many levels. It made me reflect on the bond and power of family influence, knowledge and education and what true resilience and determination means. And it is beautifully written.



WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

I am inspired by the General Managers every time I visit one of our hotels and people working there; their ceaseless dedication, commitment to excellence and warmth is always incredibly inspirational and makes me genuinely proud to be part of the same team

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Being in my role in the hospitality industry I have the

opportunity to travel a lot. This means I can see and experience many different cultures in the world. On a recent trip to China, I visited our InterContinental Shanghai Wonderland, which is an incredible hotel. It's built into a quarry and took ten years to complete. It's an amazing example of a dream becoming reality, as well as a real engineering feat!

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Authenticity, listening skills, energy, having a vision and being able to provide clarity and direction.

THERE ARE NO SILLY QUESTIONS. BE CURIOUS AND CHALLENGE



Lisa Hillier

Company **The Restaurant Group** / Position **Chief People Officer**



Lisa has enjoyed varied exposure to all facets of the hospitality and leisure industry, having spent six years at Betfair before joining Just Eat and then The Restaurant Group as Chief People Officer. She has made a significant contribution to the success of multiple fast-paced and high growth digital organisations over the course of her career.

What attracted you to your sector?

Joining The Restaurant Group was a different challenge after years of working in totally different industries. The consumer-led business always interested me, mainly because I think it's important to be able to relate to the products you provide or sell. There is also a lightness to this sector given the nature of what we do. We need to have fun in order to bring fun to other people, which makes it a great environment to work.

I also love hearing the stories about how people have made a career in the hospitality business.

It's entirely possible for individuals who were bussers as teens to climb the ranks and earn a six-figure salary. I recently spoke to a man who had been a waiter in one of our restaurants for thirty-three years. He told me about how his career had allowed him to travel the world and build a wonderful life for him and his family. No one knows how great the industry is; it offers you a great lifestyle at every level.

EVERY GOOD LEADER I'VE KNOWN HAS EXECUTED THEIR JOB QUICKLY AND TO A HIGH STANDARD WHILE STAYING TRUE TO WHO THEY ARE.

What benefits do you think a more diverse workforce brings?

The hospitality industry is quite unique because in my experience, management is quite evenly spread between male and female leaders unlike in other industries. At The Restaurant Group, we are strong believers that our workforce should be relevant to our customer base, in terms of gender, age, nationality and ethnicity, so we are always working towards that.

QUICKFIRE



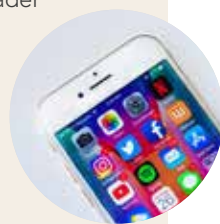
WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I saw a post on LinkedIn recently called *Moon vs Bathroom*. The post showed five photos taken by the first man on the moon compared to a young person who took thirty-seven selfies in the bathroom. It really resonated with me, mainly because I am a parent of a teenage daughter, so I understand the amount of time spent taking selfies, but the broader issue is about how young people use social media. As an employer, it is super important that we use technology in order to be attractive to young talent.

How we use technology to hire, onboard and develop our teams is fundamental to the success of our business.

WHAT QUALITIES ARE MOST VALUABLE IN A LEADER?

A leader is somebody who has the ability to create fellowship through authenticity, good decision-making and purpose. Credibility is also an important quality; it sounds obvious but individuals in positions of authority need to be good at their jobs in order to inspire their teams. Every good leader I've known has executed their job quickly and to a high standard while staying true to who they are.



Sarah Hills

Company Bill's Restaurant and Bar / Position Managing Director



WE NEED TO EMBRACE A VIEW OF "WHAT'S THE WORST THAT COULD HAPPEN?"

Sarah joined the Bill's team in 2018, after spending 17 years at wagamama. Starting out as an Assistant Restaurant Manager, she moved through general management and regional manager before taking on a Managing Director role. Her role at Bill's was newly created when she joined, and since then she has helped recreate the dining experience for Bill's customers.

What challenge have you learned the most from in your career?

I've had three steep learning curves. The first one was my first management role, then my first multi-site operational role and then finally my first executive position. All of those were huge learning curves as the jobs were so different to anything I had done before, and different to what I had expected. I learnt to lean on my colleagues and leaders for support, but I also learnt to work hard to make sure the people I promoted were as ready as they could be for their new roles. I think learning curves build resilience, something I call "growing pains". It's also important

Describe Bill's in three words.

**FAST,
FUN and
FRIENDLY.**



QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

I'm not nearly good enough at taking the time to read books, but there are a couple that have stuck with me. Firstly, Sheryl Sandberg's *Lean In*, which was sent to me by Ann Elliot when it came out. I also really enjoyed Kim Scott's *Radical Candour*. It's about being honest and figuring out how to have good conversations early enough to help people improve. In business, it can be hard to give individuals the tough feedback that they need. If you can teach people to do it more regularly and be comfortable using feedback both ways, you unquestionably achieve better results.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

We have recently introduced a leadership programme based on ILM coaching, feedback and understanding people better. It also includes insights, or looking at ourselves in the mirror, which is always interesting. I have loved seeing how much our chef operators are getting out of it. When it comes to leadership development, there is typically underinvestment in back of house teams. The insights profiling has given them a real boost and I have found watching the effects it has had on how they approach their roles really exciting and rewarding.



to know you don't have to get everything right at the beginning as long as you learn quickly and improve.

What advice would you give to the next generation of women entering your sector?

Believe in yourself earlier. As women, we feel the absolute need to know how to do the job fully before we go for it. Instead, we need to embrace a view of "what's the worst that could happen?", not just in terms of applying for jobs, but managing teams and running businesses more generally. In my earlier career I would be more likely to want to do things perfectly and be clear on

how to do them; there was no room for error or failure. As I have grown, I have realised that not only is that not possible, but it isn't the right approach. Doing the best you can there and then is often more than enough in any situation. Women clearly bring so much to the table and as humans we are never going to be perfect, but having a good balance of both men and women to any team brings a much broader view.

Katherine Hodge

Company **Virgin Atlantic** / Position **Senior First Officer**



Katherine has spent the last two decades in the airline industry. She began her career with Flybe, before moving to TUI UK and later, Virgin Atlantic. Alongside her role as a commercial pilot, she volunteers for The Royal International Air Tattoo. Katherine studied Russian and Linguistics at university.

What do you find most rewarding in your job?

My job has many different facets. When people think about being a pilot, they usually think about the technical aspects of working with complicated systems, finesse, expert knowledge and perfect hand-eye coordination. Being at work also means building an instant rapport with my crew and using my instruments in the sky to ensure the best possible journey. After landing in the right place at the right time, it's incredibly rewarding to switch off the engines and walk away from a good day's work. But for all the customers sitting behind me, a plane serves another purpose. People travel for a multitude of reasons, from visiting family to giving professional presentations, and I get

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Fate is the Hunter
by Ernest K. Gann.

He was a pilot in the early days of aviation in America, right when it became a commercial means of transport. Back then, the attrition rate was very high as not as much was known about technical systems or meteorology. He flew with incredible characters in a different culture at a different time, so comparing his first flight experiences to mine was fascinating. The book taught me that while you can control some things, others are out of your hands. These days aviation safety standards are incredibly high, which thankfully means the fate that was hunting me was redundancy instead,



but his approach helped me enormously when I faced that disappointing situation twice.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

There are several captains I've flown with whose style I hope to emulate. I think that's true for all of us. You sit for ten years as first officer sharing the flying, but it's the captain who holds the responsibility. I re-examine stories like that of the Apollo 13 astronauts in order to look closely at team dynamics and how they dealt with problems so successfully. Though we don't have the luxury of working in our teams for



long periods of time before journeys, we can pull the soft skills out of their scenarios.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Enigmatic, approachable, open, motivated, and creative. Decisive in a way that doesn't squash their team. Leaders need to add their own ideas and take the best ones, rather than

have the team agree with them because they're intimidated.

A leader is humble and doesn't consider themselves a hero. They

harness soft skills to get the best out of everyone and make the mundane seem exciting.

a great deal of personal satisfaction from knowing I have helped facilitate these amazing stories.

What challenge have you learned the most from in your career?

The hardest challenges were at the beginning of my career. When you look at the training course



EVERY TIME YOU DO SOMETHING NEW... IT'S A GIANT STEP, AS YOU INCREASE YOUR EXPERIENCE LEVEL BY 100%.

ahead of you in its entirety, it seems insurmountable. The only way I could focus was to break it down into chunks, so that every time I completed a small part, it felt easier to get to the final goal. When you start in small aircraft running checks on your flipchart,

it's difficult to translate that experience to the Jumbos you see flying overhead. Every time you do something new in the cockpit, like landing for the first time, it's a giant step, as you increase your experience level by 100%.



Elizabeth Hogg

Company **No1 Lounges** / Position **Chief Financial Officer**



Elizabeth has been Chief Financial Officer at No1 Lounges since 2018. Prior to this, she held the same role at Corbin & King, where she oversaw finance during a period of rapid expansion and eventual sale. She also spent six years as Chief Accountant at Pret A Manger earlier in her career, before becoming Group Finance Director at The Big Issue. She has a BA in Egyptology from UCL.

Describe your industry in three words.
FUN, DYNAMIC and REACTIVE.

What challenge have you learnt the most from in your career?

I have managed a couple of complex corporate restructurings which, whilst each was unique, all involved balancing the competing aims of the company: the founders, the investors, and the banks. Navigating these situations requires integrity and emotional intelligence, and even then, the best outcome may not feel like a win for everyone. Before becoming a mother, I never

felt that being a woman would hold me back at work, and I felt immune to the discrimination that others spoke of. Looking back, I didn't realise how lucky I had been to work for an inspirational CFO who supported and promoted me continuously at Pret. After having children, I discovered that some of my colleagues expected me to lessen my ambitions. That helped me clarify what I wanted to achieve, and more determined to challenge these

assumptions. I've also made it my business to encourage other working mothers to push themselves as far as they want to go professionally. I had no idea that that would be what shaped my career the most!

What advice would you give to the next generation of women entering your profession?

I would encourage more women into accountancy. Training to be an accountant provides you

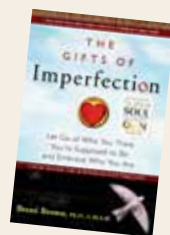
with options in terms of the business you want to work in; its qualifications open doors rather than limiting you. I would advise women entering accountancy to choose an industry that interests them and a boss who inspires them, then make sure to put their hand up for all the quirky projects they can. That usually gives you a pretty good way to get to know the business.

I WOULD ADVISE WOMEN ENTERING ACCOUNTANCY TO... PUT THEIR HAND UP FOR ALL THE QUIRKY PROJECTS THEY CAN.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

The Gifts of Imperfection by Brené Brown.



100 company. Watching my own mother work throughout my childhood allowed me to form my own aspirations. I saw her running her own business, which in turn helped me to understand what I wanted from my professional life and from my company.

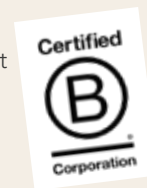
WHO IS YOUR ROLE MODEL IN BUSINESS?

I'm very privileged to have a bona fide shatterer of glass ceilings for a mother-in-law, Baroness Sarah Hogg. In 2002, she became the first woman to chair a FTSE



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Roundtable, which is one of the most powerful lobbying organizations for American companies, recently changed their definition



of the purpose of a company from "making the most money possible for shareholders"

to "improving our society" by looking out for employees, caring for the environment and dealing ethically. I believe that being values-led is the foundation for strong business, as can be seen in the rise of B Corporations. This clear change in focus gives me hope that more companies will embrace this approach, and businesses can become a force for good in society.

Carol Hui

Company Heathrow / Position Chief of Staff and General Counsel

Describe HTL
in three words.

**A DAILY
MIRACLE.**



QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Most pertinent to me personally is Amy Tan's *The Joy Luck Club*. It's about mothers and daughters, Chinese women making their way overseas and dealing with the challenges that come with that. These women carried the huge burden of their history – Chinese women were of little worth in the olden days. How they overcame obstacles with dignity and courage inspired me.



WHO IS YOUR ROLE MODEL?

Nelson Mandela and Mahatma Gandhi are role models of mine as two trailblazers. They both began their careers as lawyers, and approached difficult issues with humility, determination and decisiveness without seeking power for themselves. Mandela turned the axiom that "power corrupts" on its head. Amelia Earhart is my female role model, because she dared to take up the challenge of flying around the world. Though she sadly did not complete that mission, she felt that women were capable of doing what men

can do. I love her spirit and daredevil sense of adventure.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I've been reading up on how to empower women in the workplace. I didn't have any formal mentoring in my career, so I'm interested in how it can help both men and women. I like that mentors can give something back and not just pull up the ladder and close the door after them. Teaching people about all the mistakes I've learned from could be of use to someone!



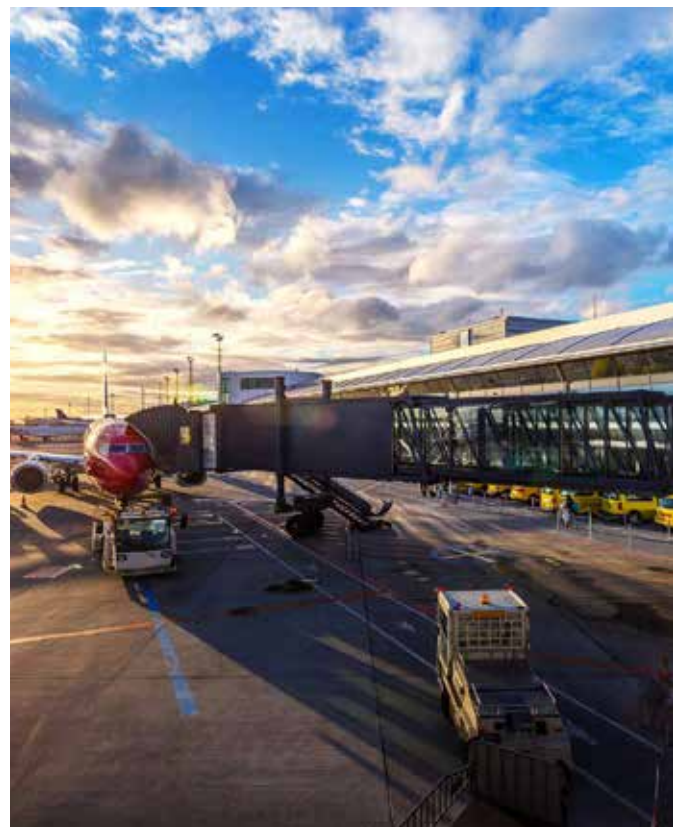
Carol's remit includes legal affairs, business assurance, internal and external communications, sustainability and environment. Previously, Carol held a senior position at British Gas following her career at Slaughter and May. She has received numerous awards from the FT, International Law Office and Legal 500.

If you weren't doing this job, what would you be doing?

I would do more in the way of working with disadvantaged groups. Inclusivity is an area I'm really interested in. We need everyone to feel involved and accepted, including those in the mainstream who often feel squeezed when we focus opportunities on those with less of a voice. I'm passionate about fostering different ways of thinking. I enjoy encouraging the younger generation with their drive and innovative approaches, as well as those who are at the end of their careers but who have amassed valuable experience.

What benefits do you think a more diverse senior leadership team brings to HTL?

I think it comes down to diversity of thought, which is very important at board level. Leaders need to be open to fresh ideas in order to avoid groupthink and having different viewpoints around the table makes for a richer outcome. Analysis has shown that organisations with a more inclusive environment right at the top are undeniably more successful. For a company like Heathrow, which already has a wide-ranging community, it's important that we maintain diversity at senior levels too. Then people can look at the leadership team and think "if I can see it, I can be it", and there is a visible ladder going up that path.



Clare Hunt

Company **Compass Group** / Position **Group Director of Strategy and M&A**



Clare has a background in strategy, leadership and corporate affairs, studying at the University of Bristol, after which she worked for JP Morgan. At Compass Group, she oversees strategy and M&A at the Group Level.

What attracted you to work in the food-service sector?

The thing I love about food is that it's something people really care about. It's such an emotive subject, everyone has an opinion (whether that's good or bad!), and eating is such an important part of everyone's day. Compass often serves the same people day in day out so we can have a big impact on their lives. It's a great gift to be able to put a smile on someone's face every day.

What benefits do you think a more diverse workforce bring to HTL?

I think it's critical for us to be in tune with our clients, consumers and employees. If our teams are representative of our stakeholders, we can understand what's important to them and how we can deliver a better service. Diversity of thought is also important to ensure we bring a range of perspectives to the table. A more diverse group of people means we benefit from different thought processes and styles.



Describe HTL in three words.

**HUMBLE,
CAN-DO
and CARING.**

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

Bounce by Matthew

Syed. I used to be an elite athlete, so I was interested to understand if that was because of talent or practice! It also encouraged me to apply some of the same principles in my working life.

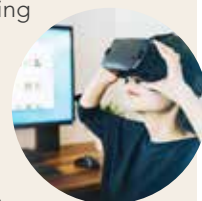
WHO IS YOUR ROLE MODEL WITHIN THE INDUSTRY?

Richard Cousins, the ex-CEO of Compass, taught me a huge amount about clarity of thought and leadership. Faeth Birch at Finsbury showed me how to be a senior businesswoman with a family.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I find the area of multi-sensory fascinating. I recently heard about a VR

headset that can convince you you're eating a different biscuit to the one you've chosen. What you see, smell and hear through the headset overrides your sense of taste so you think you're tasting something entirely different. Imagine how you could use that to help people eat more healthily. The other interesting but shocking thing I've heard is that almost half of food produced never makes it onto our plates, with a huge proportion of fruits and vegetables being thrown away before they even get into the supply chain. We must change that if we're going to become a more sustainable world.



WHAT QUALITIES ARE MOST VALUABLE IN A LEADER?

Integrity, authenticity, clarity and conviction.

Anjali Manoj Kumar

Company Yum! Brands / Position Head of Technology, Pizza Hut Europe



Anjali has been at Yum! since 2013, where she started as Programme Manager before moving into her current role at Pizza Hut Europe. Prior to joining Yum!, she spent eight years working in information technology consultancy at Infosys. As Head of Technology, she is responsible for delivering transformation within the business.

What attracted you to work in the hospitality sector?

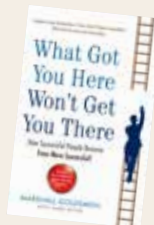
It was a coincidence really. I previously worked with technology services and consulting companies, having spent the last twenty one years partnering with various retailers across the UK and US. My first job after I graduated from a computer engineering degree was in the banking sector, and since then I've been trying to work out which industry I'm most interested in. I moved to Pizza Hut six years ago, and I love exploring retail again. The best part of our business is the culture: I was most attracted to the journey everyone is taken on.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

What Got You Here Won't Take You There

by Marshall Goldsmith is a brilliant book recommended to me by my mentor. What stuck with me the most was that leaders need to take feedback, say thank you for it for both positive or negative feedback, and reflect on what needs to be done to move forward.



WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

My personal role model is my former mentor Rohit Kapoor, who is now VP at Starbucks following numerous IT roles at Pizza

Hut. I learnt a lot reporting to him.

More broadly, I follow Richard Branson for the initiatives he implements and the innovation he brings. He's not afraid to fail as a leader.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Recently, I've been impressed by Walmart's Innovation Retail Lab, which is a concept store in New York that uses AI enabled cameras and interactive displays to gather statistics about things like shelf life and stock demand. Amazon are dominating so many sectors, so I'm interested by Walmart putting up a fight



to save brick-and-mortar retail with tech.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

A leader should be considered trustworthy by their team and stakeholders. They should have the confidence and fearlessness to dream big, and the drive to deliver their goals. It's important to be a people's person who thinks about how they can their team with them on a journey.



What challenge have you learned the most from in your career?

My biggest learning has been to fail fast without fear. We need to ask ourselves "how can we take this to market?" and "how do we learn from that?". Gone are the days of waiting to roll out the perfect product once: now, we have to release the minimal viable product and build on customer feedback. The biggest challenge has been convincing customers to come on board with this shift in mindset, from one big launch to a work-in-progress model.

Change management has been another big challenge. Being in technology, it's on us to think how we drive change in the business and work with the business directors to ensure they're equally on board. It's about collating a team rather than depending on single leaders within the IT function. I've learnt that unless you have a strong

business presence driving technological change, it won't happen.

What do you hope the industry will look like in 5 years?

I think we will see a lot more robotics and Artificial Intelligence in the restaurant space. There will be more robots serving food and more drones to do pizza delivery.

Describe your industry in a few words.

**FAST MOVING,
CHALLENGING,
INNOVATIVE.**

Amanda Lakin

Company **Saga Holidays** / Position **Marketing Director**



Amanda has a background in marketing and leadership, and has worked for companies such as KM Group, AIA Worldwide and British Airways. Prior to her current role, Amanda spent eight years at TUI where she specialised in marketing and communications. Currently, she is the Marketing Director at Saga and a member of the Marketing Academy alumni. She also has a BSc in Media and Communications.

IT IS IMPORTANT TO PICTURE YOURSELF DOING WHAT YOU REALLY WANT. IMAGINE THE IDEAL JOB AND WHAT YOUR LIFE WILL LOOK LIKE.

What do you find most rewarding in your job?

Working with a range of colleagues, building collaboration and achieving

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Lean In by Sheryl Sandberg became very relevant to my life after having my first baby. At the end of my maternity leave, I decided to leave the company I'd been at for nearly a decade and take on a new role at Saga Holidays. Many friends and colleagues couldn't believe I would want the stress of a new job alongside the challenge of returning to work. However, I knew I was ready for a change and didn't want my new status as a mum to hold me back from an exciting new opportunity.



WHO IS YOUR ROLE MODEL?

Jacinda Ardern comes to mind. What an inspiration. She was only thirty-seven when she became Prime Minister of New Zealand and she balances her role in office with having a young family at home.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

The rise of working from anywhere. Not just working from home, but genuine flexibility to do your job regardless of location. It shows complete trust

as one team. For me, this job is all about people and how we can best inspire our customers. I've just returned from maternity leave, which gave me a lot of time to think and I realised leadership is a big part of what I enjoy.

What challenge have you learned the most from in your career?

I took on a secondment in 2016 as Business Lead for a huge change programme and my to-do list became out of control. When everything is seemingly important it's hard to see what really matters, and the relentless pace of emails and meetings can get you

down. I had the realisation that I am in control of my diary and it is up to me to prioritise my time. It's better to do a few things well and keeping your end goal in mind is critical.

What professional advice would you give to the next generation of women?



Describe the travel sector in three words?

RELENTLESS, ADDICTIVE and FUN.

and treats everyone as adults. I'm excited to see how this will transform our working lives in the future as more businesses adopt this approach.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Integrity is important to me. I always look for authenticity, too. It's about being the same person in the office as you are at home. Excellent communication skills and thinking through your communications strategy is essential. How can you make everyone feel involved and engaged in the journey?

Visualisation really works! It is important to picture yourself doing what you really want. Imagine the ideal job and what your life will look like, then remind yourself all the time. Talk about it with friends and remain positive. Don't listen to the negative voice in your head as anything is possible.

Sophie Lawler

Company **Total Fitness** / Position **Chief Executive Officer**



Sophie started out as an instructor and membership consultant at Total Fitness 20 years ago. She since spent most of her career at Fitness First, before returning to the company as their first female CEO. Since the start of 2019 the membership has grown by over 9000 members year to date (an 11% growth on the existing membership base).

What do you find most rewarding in your job?

I don't think I could sum it up, I've never loved a job so much. Maybe it was the period in which I arrived. I joined a company that didn't so much need a turnaround but was certainly declining. I didn't know all the answers, but I knew we would find them together. The hard reality of the CEO role is that the responsibility lies with me, but it doesn't feel lonely and it's that empowering aspect that I find exceptionally rewarding. In my role, I grow myself and in doing so I grow other people around me.

I'VE STAYED IN THE SECTOR DUE TO IT'S GREAT PURPOSE, BUT EQUAL CHALLENGE. IT TAKES IMMENSE RESILIENCE BUT IS EXCEPTIONALLY REWARDING

What advice would you give to the next generation of women entering your sector?

I'd give them the same advice that I would have given myself when I was joining the job market, and I'd say the same regardless of gender: be less proud and more humble. Never assume that you've got all the answers and that you can't learn from someone else. I think that if I'd had a little more faith in my right to be in the role, and therefore more secure in asking questions and acknowledging that there might be a better way, then I certainly would have relaxed more, made stronger relationships, and grown more quickly as a result. While I think this applies to everyone, I do relate to women who feel insecure and imposter-like at work.

QUICKFIRE

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?



I've been reading a book called *Blink* by Michael Gladwell. It's so fascinating. He talks about how we make exceptionally quick decisions and value judgements based on "thin slices" of vast and complex information gathered since birth. It means that we can make instantaneous, unconscious decisions which form the basis of our actions. Of course this makes us exceptionally effective, but the challenge is that those thin slices of information are so distilled that they're not always helpful....

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Courage, but not in the way that you might expect. It's courage to bring your whole self to work and lead with authenticity, which is the second quality. It's courage to be vulnerable and admit when you don't have all the answers, enabling you to lead authentically. But the great thing is that this type of courage and authenticity generates trust, which is the third quality. And why is trust important? If people don't trust you, they won't challenge you. If they don't challenge, they won't own a decision or outcome, having neglected to participate in it. Ultimately, this means they won't truly execute or deliver.



Describe HTL in three words.

PURPOSEFUL, REWARDING and CHALLENGING.

Stephanie Lloyd

Company **The New World Trading Company** / Position **Sales and Marketing Director**



Stephanie has spent the last three years overseeing marketing at NWTC, having moved into the sector from agency. Prior to her current role, she worked at Weber Shandwick and Digital & Wise, where she focused on digital marketing. Stephanie also studied at the University of Huddersfield and obtained a degree in Fashion Design and Manufacture.

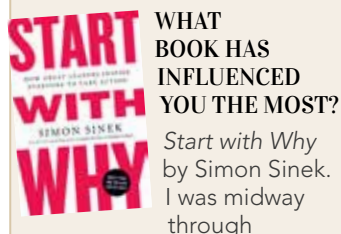
What do you find most rewarding in your job?

Coming from a predominantly retail and fashion background previously, I quickly grew a "behind the scenes" appreciation for the entire world of hospitality.



QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?



Start with Why by Simon Sinek. I was midway through

my career when I read it, so it was very impactful. Sometimes it is easy to skip over why you are doing something or why something is important. This book often reminds me to go back to the basics of what I do and how this can help people buy into my vision.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

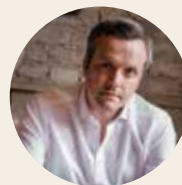
I'm blessed that I have so many inspiring people around me, from colleagues to industry peers.

I understand how hard our teams work day to day, across every role in the business. Seeing and feeling the energy of everyone working towards the same goal on repeat, yet with an attitude as if it were the first time, drives me every day. I love that

Nevertheless, from day one, my driver and reason for being in the industry has been Chris Hill, our current CEO and my boss. From the moment I entered the sector, Chris believed in me. I also take a lot of inspiration from the multitude of books I read and the podcasts that I listen to.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I've always had a fascination with 3D printing, and these technologies have more to give us, from printing a cup of coffee at

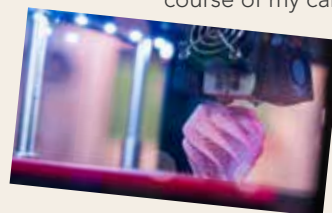


our desk and constructing buildings, to biological engineering of body parts like heart valves.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

A leader must believe in themselves, in others and in the goal for the business. They must do this through consistency and communication, while fostering trust and positivity within the workplace. All the good leaders over the course of my career have

inspired me, and they have all had a great deal of integrity.



collaboration over a desire to deliver the very best experience to every guest. It is a constant adventure. I'm always learning and being given an opportunity to put that into action. In short, I love my job every day.

How are you encouraging more women into the industry?

Part of my attraction to NWTC was its commitment to equality in the workplace, and I carry that baton on with a responsibility to lead by example. I strive to train and mentor my team and colleagues and make everyone feel valued and heard. Outside of NWTC

walls, I love to network and share my journey so far, whether that's with strangers who are fresh to the workplace or in industry-related conferences. I'm lucky that I've had some wonderful opportunities over the course of my career to do this. I also sit and serve on the DMA North Council (Data & Marketing Association).

A LEADER MUST BELIEVE IN THEMSELVES, IN OTHERS AND IN THE GOAL FOR THE BUSINESS.

Jane Mackie

Company **IHG** / Position **Senior Vice President Global Marketing, Luxury Brands**



Prior to her current SVP role, Jane was Chief Marketing Officer at Aman. She has spent the last two decades working within the hotel sector, in senior marketing roles at Starwood, Loews, Cape Resorts, Club Quarters and Fairmont. Jane has a BA in Economics from Brown University in the US, as well as an MBA in Marketing from NYU's Stern School of Business.

Describe HTL in three words.

FUN and ALWAYS ON.

What career advice would you give your younger self?

Take it all in and let it happen. Early in my career I was bold and courageous, but sometimes you have to let the leaders give you advice. Let people push you out of your comfort zone. During my time at ITT Sheraton in my twenties, I went in for what I thought was an update meeting with the EVP Sales and Marketing. He told me he was concerned about the Europe, Middle East and Africa Region, and wanted me to leave my hometown of Boston and relocate to Brussels. I needed a day to say yes but it was the best opportunity I ever had. The best advice I gave myself was to let it happen and spending five years overseas so early in my career was an incredible experience.

If you weren't doing this job, what would you be doing?

I would be an entrepreneur running my own business, probably within the industry. I try to maintain that self-motivated attitude even within such a large company; I don't just assume the paycheck is coming at the end of the month. The fast pace keeps me motivating my team.



QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Purple Cow: Transform your Business by Being Remarkable, which I read when I arrived back in the US from Brussels and the whole industry was changing. Design-forward hotels and new technology increased table stakes for entry into luxury hospitality, forcing all



of us to think harder on ways to stand out.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Bob Cotter, the EVP who sent me packing to Europe with three suitcases and a one-way ticket!

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

LVMH acquiring Belmond. Hospitality is becoming



increasingly part of a global collection of luxury experiences.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

A leader should be honest, inspirational and forward-thinking; but still grounded in today's challenges.

Mira Magecha

Company **Just Eat** / Position **Chief People Officer (Interim), Diversity and Belonging Sponsor**



Mira has had over 15 years' experience in HR and business transformation, having directed people operations in Citi Bank, the BBC and Ofcom, prior to joining Just Eat in 2015. She has worked in the private and public sector, and also sits on the board at Unidays as a Non-Executive Director.

What do you find most rewarding in your job?

My day-to-day is never the same and one of the many reasons why I love Just Eat is because of how fast changing it is. I love helping and supporting people progress through their career, but in my role as Chief People Officer, it's also about working and responding to what's going on commercially within the business and the industry. My passion is solving problems, so I'm all about building strong, diverse teams that work together to find solutions and develop the best possible outcome for any business challenge. It's really important that I'm building a commercial people function and I believe that's what makes us so different from other HR functions.

What benefits do you think a more diverse workforce bring to HTL?

I always think of diversity in a broader sense. Where have people come from? Who have they learnt from? What is their professional background? This allows different ideas to flourish, different ways to think about both a challenge and a solution. It is key that we also acknowledge that diversity is also about ensuring we can meet the needs of the people we serve. At Just Eat, we work with a diverse range of over 107,000 restaurant partners serving more than 27million customers across 12 markets. To serve them well, we need to ensure our workforce reflects that diversity too.

How are you encouraging more women into the industry?

At Just Eat we have a number of initiatives in place to encourage diversity. We do a lot around women in tech, women in finance, as well as STEM programmes to inspire more young people to consider a career in technology. We also launched a mentoring programme about eighteen months ago focusing on mentoring women. However, intersectionality is something I believe it is fundamental to any diversity and inclusion strategy in the workplace. It refers to the appreciation that someone is not just one thing, they are a combination of different characteristics and demographics, so it was important to me that as a result of the work we

Describe HTL in three words.

**EVOLVING, DYNAMIC
and REWARDING.**

QUICKFIRE



WHAT HAVE YOU READ RECENTLY THAT'S IMPACTED YOUR DAY TO DAY LIFE?

Delivering Happiness

by Tony Hsieh - I was so inspired by the random "act of WOWness". Taking the Zappos culture and employees using it in their everyday life. I recommend the book to anyone leading / managing / inspiring teams and interacting with anyone, partners, friends - everyone - it's not just about work. I love how he talks about learning each and every day as well as the importance of creating happiness in all that we do.

WHO IS YOUR ROLE MODEL?

I have worked with so many amazing people and clients over the course of my career, who have all played an

important role in helping me create my own identity, but I'm constantly evolving. I think this goes back to my roots, as I've always believed in working hard and not taking anything for granted. Everything I have achieved has been completely down to hard work and taking risks. Saying "it may not work but that's okay" has been an attitude I've always applied to my professional life.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

There's no such thing as laziness, instead there are barriers to behaviours such as procrastination. Once you understand the barrier you are able to lift the lid and move forward.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

To be inspired, integrity and the willingness to listen.

do to sponsor women we do not inadvertently exclude men. Whilst our priority was to ensure a representative mentoring programme and ensuring women felt comfortable about volunteering and participating in the initiative, it's entirely inclusive to everyone, which means we will never say it's "solely" for women, BAME or the LGBTQ+.



Carolina Martinoli

Company **British Airways** / Position **Director of Brand and Customer Experience**



Currently at British Airways as Brand and Customer Experience Director, Carolina has a strong background in Marketing, Management and ecommerce. Her responsibility is brand and customer experience - including product, service, marketing, research, insight and CRM. Prior to British Airways, she worked for Parmalat Brazil, Yell and Iberia. Carolina completed her studies in Business Management at the Fundação Getulio Vargas.

What career advice would you give your younger self?

Be authentic and bring what is different about you

to the table as a positive. Be accountable for your career development and clarify the importance of your career to your partner even if you make less money. We cannot view shouldering an unfair share of domestic work as a problem we expect our employer to solve for us. Work-life balance should be a debate for society, rather than a gendered one. Trust yourself and be positive, because the combination of knowledge and passion is powerful.

What benefits do you think a more diverse workforce bring to HTL?

Diversity offers different sensitivities, approaches and negotiation styles in the workplace. I often remind the women I mentor that we don't need to mimic what is still often perceived as alpha male behaviour. When women adopt unnaturally masculine behaviours, they offset the value of diversity. Diversity can create deeper, more meaningful conversations and drive more educated decisions.



TRUST YOURSELF AND BE POSITIVE, BECAUSE THE COMBINATION OF KNOWLEDGE AND PASSION IS POWERFUL.

Describe your business in three words.

DYNAMIC, COMPLEX and FASCINATING.

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

I am always fascinated by human minds and behaviour. *Subliminal* by Leonard Mlodinow is a great book, however I've always found people more influential. I value learning from both positive experiences and mistakes over manuals. People look for a magic formula, but life isn't like that. You need to understand your impact on your environment and learn from it.

WHO IS YOUR ROLE MODEL?

I want to pay tribute to my boss from a long time ago in Brazil. He had the courage to promote me, a twenty-five-year-old woman at the time, over three middle-aged male candidates. Though he sadly passed way, I will always remember him as someone who had a great impact on my career. In 1990s Brazil, I was the only woman in the company who

was not an assistant. My boss did something extremely brave and happily faced criticism for his decision. At the time, he told me that it would have been easier to go with someone else, but he trusted that I could deliver what he needed. He believed that I deserved the opportunity, so he felt it was his responsibility to deal with the aftermath. He gave me validation at a time when I was still not even ready to validate myself.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I recently watched a Maya Angelou documentary on Netflix. She's such a good model of a strong woman of colour and said something which really resonated with



me: "courage is the most important of all the virtues, because without courage you can't practice any other virtue consistently." I couldn't agree more.

Laura May

Company PureGym / Position Director of Tax and Treasury



A DIVERSE WORKFORCE SHAPES THE COLLECTIVE VIEW OF A TEAM

Laura has had a wide-ranging career in finance. After spending seven years at Deloitte and latterly at Northern Gas, she joined PureGym as Finance Director in 2012. Laura joined the business at a time of rapid growth, which she has played a large role in driving.

What career advice would you give to your younger self?

Don't be closed off to opportunities. Treat every opportunity as a stepping stone you can learn from. I trained at Deloitte and after a couple of years in management, I left to move into industry. While I loved my first role outside of practice, I didn't enjoy my second move as much, but it's that opportunity that led to PureGym and I haven't looked back.

If you weren't doing this job, what would you be doing?

Finance has always interested me, so something else within that function.

What benefits do you think a more diverse workforce bring to HTL?

The wider the variety of outlooks you have around a table, the more balanced an outcome you get at the other end. A diverse workforce shapes the collective view of a team.

Describe HTL in three words.

**ENERGETIC, EXCITING
and FAST-PACED.**

QUICKFIRE

WHO IS YOUR ROLE MODEL WITHIN THE INDUSTRY?

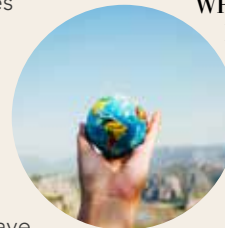
I've worked with some great people at PureGym. Because of its entrepreneurial environment, there are lots of personalities that are forces to be reckoned with! It's these people that make the culture, and the business, unique. However, the two biggest influences in my recent career have both had the same job. I've been with the business since almost the very beginning and have seen first hand the different skill sets need to establish, grow and maintain a market-leading brand. Peter Roberts, the founder of PureGym, established a truly entrepreneurial model that revolutionised the



industry. Humphrey Cobbold took over in 2015 and evolved the core model to drive the enormous growth that has made PureGym the largest operator in the UK. The business needed very different skill sets at different times but the commonality between the two is that they built strong teams with a shared vision for a great culture and the highest possible levels of performance.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

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WHAT QUALITIES ARE MOST VALUABLE IN A LEADER?

Somebody who sees the true value in people, takes time to build relationships and takes their team on a journey.



Katie McAlister

Company TUI / Position Chief Marketing Officer UK and Ireland



Katie has worked for TUI for the last 11 years, where she started out in digital strategy and business change before taking on her current role as CMO. For the last year, Katie has been the driving force behind customer strategy across UK and Ireland.

Describe your industry in three words.

**FUN,
FAST and
HUMAN.**

What attracted you to work in the travel sector?

I wanted a job where I could have the opportunity to speak French or Spanish, as well as a job that would allow me to travel. The industry is all about people having the best few weeks of their lives and it's just so big, with so much opportunity. You can start one thing and end up doing something else completely and that's really appealing to me.

If you weren't doing this job, what would you be doing?

I'd probably be an overseas writer in Spain.

What do you hope the travel industry will look like in 5 years?

I don't think it will be too different from where we are now; people will always want to go away. But I think I would like us to be able to give the easiest possible experience we can. I don't think the desire to travel will change but I do think how we use technology to deliver it will.

THE INDUSTRY IS ALL ABOUT PEOPLE HAVING THE BEST FEW WEEKS OF THEIR LIVES AND IT'S JUST SO BIG, WITH SO MUCH OPPORTUNITY



QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

I tend to find books a bit contrived. In the context of women, I think they are good for giving young girls female heroes and role models to look up to. That's what I like about how literature has evolved; we're showing women that we can be brave.

WHO IS YOUR ROLE MODEL WITHIN BUSINESS?

From a marketing perspective, I admire



Sara Bennison, CMO at Nationwide. It is a company that has great campaigns and communicates their brand clearly. Sara constantly delivers really good ideas, all the while keeping customers at the heart of her vision.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

The fact that consumers have just woken up to sustainability. Greta Thunberg's speech is going to be seen as a watershed moment and that's even

before we move into her extinction rebellion. I think it will be at the front of consumer decision-making and the wider political movement is very interesting. I'm not sure that consumers consciously choose companies on the basis of their sustainability credentials yet, but I do think they will begin to.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Consistency, integrity and a sense of humour.



Tina Milton

Company **easyJet** / Position **Director of Cabin Services**



A LEADER IS SOMEONE WHO DOES SOMETHING FOR SOMEONE WHEN NO ONE ELSE IS LOOKING.

Tina has a depth of experience in airline operations having started out as a cabin crew member at Caledonian Airways before moving into Operations at easyJet. She has been at the company for over 20 years, where she oversees Cabin Services across the airline.

has been quite heavily male-dominated in the past. This has changed in the last few years as women are standing up and becoming more confident. Although more women are realising that it's ok to ask for flexibility in your job to accommodate other priorities like family, more support is needed in this area. You can be successful and brilliant at both.

What attracted you to work in the airline sector?

I've worked at easyJet for twenty years now. When I first joined aviation, I was very young and didn't know much about the sector, but I did know that I enjoyed being among people in a social environment. The fact that every day brought new people and new challenges really attracted me.

What are the biggest challenges facing women in HTL?

I'm in operations within airlines, which

How have you seen your company culture change?

When I first joined, I would walk into a room and be the only woman there. Over the past ten years, I've seen that change, even at the heart of the operations function. Now I always expect a balance of people around me. I've had two children whilst at easyJet, but at that time it felt like I was the only one starting a family. As I've grown through the ranks of the business, I've been able to help change that culture.

Describe HTL in three words.

EXCITING, CHALLENGING, OPPORTUNITIES.

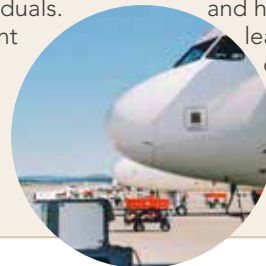
QUICKFIRE

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

I've worked for two COOs at easyJet whom I still have close relationships with. They're my go-to people for advice, albeit for very different reasons. Warwick Brady kept me honest and truthful. He challenged me to look at things differently, stretching my thinking in every single way. Chris Browne built up self-belief and self-confidence from a different perspective by trusting in individuals. Her management style was extremely empowering.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

The leaders who listen are the leaders you want to speak to. This is critical, as you're only ever as good as your people. I nudge doors open for my team but they're ultimately the ones who bring amazing ideas and know the next best step to take. Different generations and profiles of people bring experiences I don't have, so it's my job to listen to them and help them grow. A leader is someone who does something for someone when no one else is looking.



It's important that women can watch others take time out and come back from where they left off to grow their careers further.

stand up to challenges and believe I have the capability to know what the right thing to do is. A diverse workforce offers different views and ways of thinking, and when you believe in yourself it's much easier to sit at the table and participate in those discussions.

What advice would you give the next generation of women?

Having self-confidence has allowed me to



Maxine Muir

Company **Macdonald Hotels** / Position **Director of People and Talent**



Maxine has a depth of experience within the hospitality sector, and successfully moved from General Management to specialise in HR - working in both South Africa and the UK. Maxine has been part of Macdonald Hotels for the last two years, and she is a qualified Business and Executive Coach.

What benefits do you think a more diverse workforce bring to HTL?

I'm biased because I absolute love working with female teams. In the past, I worked in predominately male teams and they had a very different perspective. We bring different skillsets. Women bring more empathy and in fact, when I returned to leadership after becoming a mum, I was a much better leader because I was more comfortable making mistakes. Women nowadays feel they must manage "like a man" but there is a key skillset that they can bring to the team.

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

At the moment, *Thrive* by Arianna Huffington,

which is about health and wellbeing in the workplace.

Time to Think by Nancy Kline really influenced me the most. It's about how to create meaningful meetings to make sure everyone



has a place at the table and can share their views without having to censor. Also, *Shackleton's Way* by Morrell and Capparell which is a leadership

book. My previous director encouraged me to read a book a week and to share summaries of those books with the leadership team of the group, together with my thoughts and insights. I found this hugely beneficial and I added to the personal development of the participants in our leadership programmes.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

I don't look at role models as I don't think we should model ourselves on anyone. I do hold a tremendous amount of respect for mentors and I would say my previous director was a real mentor to me. He helped me to craft my career. He was the yin to my yang; I'm very passionate, bold and fiery and he was calm, laid-back and quiet. We launched the

first Group Talent Manager role within our group, and we wouldn't have got there if it wasn't for both of us doing to together. Through working with him I've learnt to find the calm in myself.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I've been reading a lot about the power of meditation. It was brought into our studies during my preparation to be an executive coach. It's very easy to allow the pressures of your environment to really mess with your head but if you have that sort of calmness, it will calm your thinking. I'm writing a book called *From Suits to Wellington Boots* and it's about a personal journey to find balance.

What do you hope the HTL industry will look like in 5 years?

I hope the industry will be more progressive in terms of health and wellbeing. For example, entertaining and embracing flexible working hours. It's thought that the industry can't do it because it's a service industry but there is potential for that in the hotel business. A lot can be done to improve that; everyone is still behind the curve. People are getting some elements right but there are a lot of things left behind.



Ann-marie Murphy

Company **The Gym Group** / Position **Director, People and Development**



Describe your business in three words.

**EXCITING,
REAL and
FRIENDLY.**

Ann-marie has led HR for multiple companies through periods of transformation and growth. Currently on the board of The Gym Group, she has dedicated her career to building winning culture. With an MA in Strategic Human Resources, Ann-marie has worked in a variety of global firms such as IBM, TUI travel and New Look.

What career advice would you give your younger self?

I would tell her to not be in such a rush to get to the top, and to be more open-minded as to how she might get to the end destination. I personally don't believe in career paths, because it's not about a structured journey, but an adventure. I think it's important to take opportunities as they arrive and see what happens next. It's important to break out of the "I'm not there yet, but I should be" mindset.

If you weren't doing this job, what would you be doing?

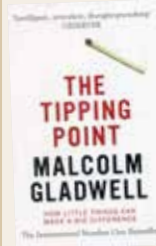
As with most people who work in HR, I never

expected to end up in this career. I think I would've wanted to do something with a sustainability aspect. My first passion was fashion, and I always thought I'd go down the buying route. It would be cool to work in a sustainable quality fashion business that meets the current needs of consumers.

What benefits do you think a more diverse workforce bring to HTL?

Diversity is the vein that runs through the whole company. It needs to be embedded in the business fully. I think it brings more balance and better commercial decision making. A diverse workforce moves the business away from polarised thinking. I'm a firm believer that you can only be what you can see. If you have a diverse top table, more people from a range of different backgrounds will put themselves forward for bigger roles. It also widens the pool for applicants to our business, at the same time attracting more customers.

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

The Tipping Point: How Little Things Can Make a

Big Difference by Malcolm Gladwell. It taught me that timing is everything, and it's at the points where you build up the right amount of momentum that things will tip in your favour. I also loved *Superfast: Lead at Speed* by Sophie Devonshire. It's all about knowing when to speed thinks up and pull back at the right time.

WHO IS YOUR ROLE MODEL WITHIN THE INDUSTRY?

I have several role models that spring to mind. Firstly, a MD from my First Choice days who is very different to me in terms of personality. Since he is quite an introverted person, he showed me a different way of reaching goals which I found incredibly valuable.

In terms of women in the sector, I have worked with and for several who have achieved amazing things in very different ways, so I have always looked up to them and their different approaches to success.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I have just started a new book called *Loonshots*, by Safi Bahcall. The most fascinating part (which is quite obvious when you think about it) is that the most important breakthroughs in any field are almost always the ideas which challenge conventional wisdom and therefore are most likely to be shot down at first. That's because they often start on the lunatic fringe before they reach mainstream credibility. They challenge conventional wisdom and have effects that are impossible to predict or forecast.

DIVERSITY IS THE VEIN THAT RUNS THROUGH THE WHOLE COMPANY. IT NEEDS TO BE EMBEDDED IN THE BUSINESS FULLY

Helen Nelson

Company **Mitchells & Butlers** / Position **Operations Director, Harvester**



Helen has worked in the hospitality industry for the last twenty years, starting out at Marston's before joining Bay Restaurant Group. She later joined Bramwell Pub Company, before becoming Operations Director at Harvester for Mitchells & Butlers. Helen oversees 230 sites nationwide and is currently closely involved in the expansion of the business.

What are the biggest challenges facing women in HTL?

As an age-old industry, processes have just evolved rather than structures being built and technology embraced to make area roles feasible with family life. I include both men and women in that. The biggest challenge is the travel demands placed on those at area manager level; geography can turn what could be the most flexible job in the world into a logistical nightmare. Women especially tend to carry guilt if face to face time isn't top of the agenda. As a sector, we've

also been relatively slow to adapt to technology which could reshape these roles with tools as simple as skype meetings and new communications channels. I believe there is more work to be done in terms of establishing expectations of what a good job looks like today. Driving around the country in a car with your bosses' boss may have been how business was done twenty years ago but we could challenge ourselves to be more time efficient now. We could learn from the retail sector.

How have you seen your company culture change?

A year back from maternity leave, I feel very qualified to answer this. Driven by our diversity workstream, I have seen improved process when it comes to women returning to work well. In addition, I have seen increased focus on attracting and retaining women in roles beyond that of General Manager. I do believe what gets measured gets done and our progress on gender diversity targets is discussed and reported regularly. Work life balance is a focus for us all, not just women, and the demands of the changing workforce have helped drive initiatives through. Small things can make a difference, like encouraging lieu days rather than frowning upon them. Our Team App is a great new addition that allows employees to swap shifts in advance so they can plan their lives.

QUICKFIRE



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Where delivery is going to go in the near future. The prediction is that the UK takeaway delivery market will be worth £9.8bn by 2021. The innovation in this sector spurs me on to champion change within my business. This growth may well feel less dramatic to the public in the metropolitan centres where choice, speed and quality have been pretty good for a while, but for consumers in the provinces, the rate of change will be

unprecedented with an array of food styles coming to many towns for the first time.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Nurturing people and knowing the value of working together. I believe it's hugely important to surround yourself with people who are competent, able and willing to be nurtured. You also need to remember that results always matter. Though the devil may well be in the detail, the expectations of what is required from that detail must be clear to all. A true leader can find the fine balance between results and people, and make sure they work in harmony.

THE INNOVATION IN THIS SECTOR SPURS ME ON TO CHAMPION CHANGE WITHIN MY BUSINESS.



Eveline Noort

Company **Belmond – LVMH** / Position **General Manager, Belmond Le Manoir aux Quat'Saisons**



Eveline has worked in the hotel industry since 2008, starting out as a Management Trainee at Amsterdam’s Hotel Pulitzer. She then joined the management team at the Sheraton Stockholm before taking up the General Manager role at Le Méridien Piccadilly. She has been with Belmond/LVMH for the last year, as General Manager of Belmond Le Manoir aux Quat'Saisons.

What benefits do you think a more diverse workforce bring to HTL?

Different backgrounds bring nuances, so the more mixed a team is, the more diverse it will be. Everyone brings something to the table, and we have a diverse clientele and workforce, so we need to aspire to a diverse leadership team at all layers. I’m not an advocate of choosing women for the sake of it, but when right for the job they can instigate more collaborative leadership. A more diverse team engenders cohesion and inclusion. When new young women start here, they are amazed to see a young female GM and feel

encouraged that it could eventually be them. I love to hear that, because they are very capable of doing it too.

How are you encouraging more women into the industry?

I mentor within the industry and focus on making people enthusiastic to stay. This is a challenge when women are in their late twenties and early thirties and thinking about starting families. Mentoring is about keeping them enthusiastic and opening their eyes to different career avenues. I listen a lot. By working through their issues aloud, my mentees develop confidence that they’re doing the right thing.



QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

Good to Great by Jim Collins, and Sheryl Sandberg’s *Lean In*. When I was twenty-five, I had just been promoted at Sheraton and we were selling the hotel to a new owner who had flown in. As Room Division Manager, it was my first time at the boardroom table. The EVP made a comment about how shocked he was that I was already Room Supervision Manager and asked me how I had done it. Having read *Lean In*, I replied, “I’m just that good”. The whole room laughed, but I was serious. Women often put themselves to the back of the queue and put success down to luck, but at the end of the day I knew I needed to own what I’d achieved

because I deserve it. Later, the EVP said he enjoyed my answer, and eventually rehired me as GM for Le Meridien Piccadilly.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Raymond Blanc, whom I work with now. I have never worked with someone who strives for excellence so intently. He’s very passionate and I admire everything he’s achieved in his professional life.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Above all, humility. A good leader can make anyone feel comfortable and connects with a room attendant just as easily as with the president of a country.



Faye O'Brien

Company wagamama / Position Vice President Marketing, US



Faye began her career in the hospitality sector in marketing with bars and entertainment venues before joining Mitchells & Butlers, where she was Brand Manager of the Ember Inns business. She joined wagamama in London in 2015 and has since relocated to New York in her Vice President of Marketing role. Faye graduated from the University of Leeds with a BA in Theatre and Performance.

What attracted you to work in the HTL sector?

I've been in hospitality since I was sixteen, so it's all I've ever known. I'm truly passionate about food and drink, so it made sense to do something I love. On the side, I operated my own drinks business that I set up during university. From there, my interest only grew, and I ended up getting my first marketing role for Ember Inns at Mitchells & Butlers. I've done a range of marketing roles at wagamama since, culminating in my current, more executive position. The other element was a longstanding fascination with consumer behaviour,

and the psychology behind why people make the decisions they do.

What do you hope the HTL industry will look like in 5 years?

I hope the number of women in senior positions will continue to increase within the sector. There have been some movements in recent years with women in executive positions and we're really starting to see the benefit. I want the way we operate to be the industry standard across the board, but some companies are stuck in their ways and don't know how to approach thinking differently. I hope to see young women feeling empowered to take on senior roles within the sector, which will encourage young people to work in hospitality, because there is a clear path for progression.

YOU CAN DO SMALL THINGS THAT INFLUENCE MUCH GREATER OUTPUTS.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

One of the reasons I started in marketing was *Why We Buy: The Science of Shopping* by Paco Underhill. This book was all about consumer behaviour and what makes people purchase what they do. I fell in love with how fast it was. You can do small things that influence much greater outputs. I love to understand why people do what they do. The everyday customer doesn't register the power behind visual merchandising, but there's so much science which goes into calculating it. I'm a believer that marketing is a blend of art and science, and though I'm swayed towards the creative aspect myself, this book inspired me to get into the study of marketing.



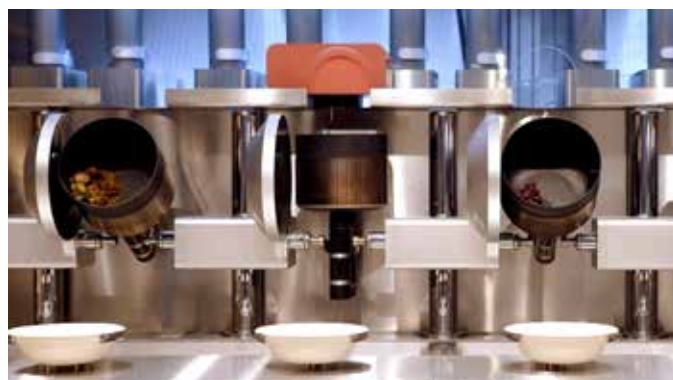
WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I'm fascinated by start-ups, technology innovation and

how the way we engage with fast-casual restaurants is changing as a result. There is a restaurant called Spyce in Boston started by four mechanical engineers from MIT. They partnered with the Michelin-starred chef Daniel Boulud to create a healthy bowl concept where all the back-of-house – from ordering to food preparation – is done by robots. It's fully automated with minimal labour, so there are only about three front of house staff. It's received several millions of dollars in funding, and I think it's something to be inspired by as a sign of things to come. If you ask me, the restaurant industry will split into two.



On one hand, you'll have the automated grab-and-go concepts that move quickly to afford people more time to enjoy other experiences. On the other hand, there will still be a need for the full-service restaurant where customers enjoy their leisure time connecting with loved ones. As robots take over casual dining, excellent service will only increase in value.



Jane O'Riordan

Company Caravan Restaurants, Turtle Bay, FlightClub Darts / Position Chairman



Jane was on the leadership team at Nando's, before taking on Chairman roles at Flight Club, Turtle Bay and Caravan Restaurants. Prior to entering the hospitality sector, she was a director with Braxton Associates, the former strategic consulting division of Deloitte & Touche. Jane also has an MBA from Harvard Business School.

PATIENCE IS MY NUMBER ONE QUALITY, AS IT'S A MASSIVELY UNDERRATED TRAIT.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

I don't really buy into the theory that there are books you should and shouldn't read. I think many business-help books would be better as short articles. However, *Eating Big Fish* by Adam Morgan is a great book about building challenger brands.

I also love inspirational TED Talks, especially those about purpose by the likes of Simon Sinek. Amy Cuddy gave one called *Your Body Language May Shape Who You Are* and wrote a book on the same subject. She writes about how women can psych themselves up for a meeting by learning about their body language. She's a charismatic speaker and I like the way she coaches women who have doubts. She gives subtle hints



about how to manage your insecurities. I have tested her theories and I think they have helped me, and I have encouraged other young women to follow this approach.

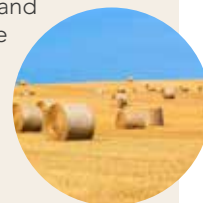
WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Honor Chapman is a force in the retail property world. She was one of the first female directors on a listed company board in the UK. She is the woman who created the social grading of "abc12" that we know now. In a male-dominated industry, she did incredibly well and was very inspirational.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I'm fascinated by the food industry and the move globally towards producing sustainable protein both in terms of animal welfare and the environment. The Corporate Ask is

a movement initially led by the big food businesses in America to challenge themselves to do just this. They aren't waiting for legislation to drive it; they are doing it themselves. Our hospitality and retail industries in the UK are following suit, and in some cases to an even higher standard. Hopefully there is going to be an industry-wide move towards better environment and higher welfare protein, which will be fascinating.



WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Patience is my number one quality, as it's a massively underrated trait. Purpose is also something I've been passionate about, especially the whole idea of having a "why". Finally, decisiveness is crucial. If you are leader, you've got to make calls.

What benefits do you think a more diverse workforce bring to HTL?

Like many in my position, I want to hire more women. When you have a board that's more balanced, you can feel the difference in the way the board functions and decisions are made. For example, Nando's in the UK has had a relatively balanced leadership team which has helped its success.

How are you encouraging more women into the industry?

I do lots of mentoring of both men and women. Really, I mentor anyone who is bright and willing; someone I can add value to. I hold many talks for girls at universities and schools, mostly talking about the importance of mechanical engineering as a degree, which is my training background.

I've also done some work encouraging women into investing, which is how I entered the hospitality industry.



Holly Oades

Company EAT / Position Chief Customer Officer

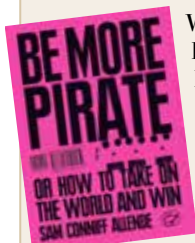


Holly graduated from the University of Leeds with a BA in French and Spanish and spent her early career at Sainsbury's in the commercial function. After six years at Sainsbury's, she joined EAT in 2013 as Head of Marketing & Customer Service, becoming Chief Customer Officer this year. She is a 2014 Marketing Academy alumnus.

What do you find most rewarding in your job?

When you're in a senior position in a smaller business, you can define different aspects of it. You see and shape everything that happens, and I have really enjoyed stretching into different parts of the organisation. There are a huge variety of projects, each with their own challenges and problems to solve, and I have found the breadth incredibly rewarding.

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

Recently I have enjoyed *Becoming* by Michelle

Obama and *Be More Pirate* by Sam Connif Allende. They share themes of challenging yourself to break the established rules. Connif Allende describes how he asks for forgiveness rather than permission and doesn't let anyone or anything hold him back. I think always pushing yourself out of your comfort zone in that way is good advice.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Andrew Walker, our CEO. He's a decisive, visionary

and inspiring leader. He has a real desire to raise the bar in everything he does and empowers others to do the same.

He starts with 100% trust in everyone around him and has been a brilliant support to me personally. When he promoted me to CCO, he was willing to give me the freedom and flexibility to succeed on a part-time basis.

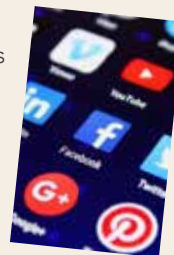
WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Only 6.4% of FTSE 250 executive directors are female, which does not set any kind of precedent. There's not currently enough

representation to show women that it's possible to successfully navigate careers and parenthood.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Number one is authenticity. It's crucial to be who you truly are all the time; there is no need to put on a persona at work. A leader needs integrity to do the right thing. With so much going on right now, you need to know your values. Drive and energy are important, coupled with constant ambition to make a difference and improve. Finally, a leader should be a storyteller who can set a vision and define a culture that people are inspired to buy into.



What advice would you give to the next generation of women entering your sector?

Take control of your own career and personal development from the get-go. Invest time in yourself, and though you can reach out to others for support and ideas along the way, you need to be the one to make it happen because no one else will do it for you. Your career is a great cycle of constant learning that you need

to take responsibility for. One of my most valuable experiences was on The Marketing Academy's scholarship programme, which I would recommend to up-and-coming marketeers who want to step up their leadership potential. It's completely free and gives you access to a career coach and mentoring. Though it's been five years since I did it, the networking and camaraderie from my cohort have been the gift that keeps on giving.

YOUR CAREER IS A GREAT CYCLE OF CONSTANT LEARNING

Rebecca Osman

Company Travelopia / Position Group Commercial Director



Rebecca has spent the last seven years in the travel sector, since leaving BDO where she was a manager in the M&A team. In her current role as Group Commercial Director at Travelopia, she is responsible for driving change across the company's global portfolio, while ensuring sustainable growth in EBITDA.

What are the biggest challenges facing women in HTL?

I think it is women themselves, especially the higher up you go. There are still sometimes prevailing stereotypes that the "leader" is a man, so women must prove themselves that much more. Plus, women in the travel industry often work very diligently but often don't put themselves forward and need someone to advocate for them to help them progress. The opposite is generally true for men; sometimes I've had to tell male colleagues to take a step back and get more information before acting.

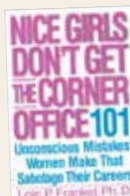
YOU MUST CHALLENGE YOURSELF AND BELIEVE THERE'S SOMETHING OUT THERE WHEN YOU FEEL YOURSELF GETTING TOO COMFORTABLE.

I was fortunate to work with Martin Froggatt who is a strong advocate for the right person to get the job and getting women to push themselves, and he certainly did that for me.

How have you seen your company culture change?

Equality is a hot topic of conversation, but you don't necessarily see a lot of change as a result. You often hear "we need to bring in more women" without anything further being done. At Travelopia, however, we have just hired a female Chief People Officer and several other women are in senior positions. It is moving, but it's very slow in my opinion. Although it is better than some places. When I worked for BDO, I was advising a bank on a bar and nightclub chain they had lent money to. The CEO of that company grabbed my shoulder to physically establish power over me.

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

The Confidence Code. It was

written by two journalists, Katty Kay and Claire Shipman, who explore the science behind women's relationship with confidence. They went to the leading WNBA team and spoke to star players there, and even they had this niggling doubt that seems to be inherent in women. They did the same investigation with a men's basketball team and the players didn't have the same issue. You can't get hung up on it; you must challenge yourself and believe there's something out there when you feel yourself getting too comfortable.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Gillian Tans, the former CEO of booking.com who has just stepped down to become chairman. Her LinkedIn articles about her story have really impressed me.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Marshall Goldsmith's *What Got You Here Won't Get You There*, and *Nice Girls Don't Get the Corner Office* by Lois P. Frankel PhD. The latter opened my eyes to certain unconscious things women do, like taking on more work very willingly, that negatively impact how others view you. Another interesting thing I have witnessed is that if you are taller than a man, they find it very difficult to talk down to you since they have to look up to you.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

A leader should be honest, open, inspirational, empathetic and trusting. They shouldn't tell people to do things they wouldn't be willing to do themselves and should empower and challenge their employees by trusting them to do their jobs without micromanaging.



Patricia Page-Champion

Company Hilton / Position Senior Vice President and Global Commercial Director



Patricia has spent the last 19 years at Hilton, starting in revenue and sales functions before taking on Senior Vice President responsibility within the company. As part of her SVP role, Patricia directs the global commercial channels, where she leads a team of more than 400 people.

What attracted you to work in the hospitality sector?

I've been working in hospitality since 1986! It was my dad's advice that encouraged me: find a job you love, since you will be working for a long time. The interaction with people is the number one most enjoyable part of the job for me; before moving into a corporate role, I covered every position possible in a hotel, and I love the industry as much today as I did when I joined.

What are the biggest challenges facing women in hotels?

So much has changed over the years. When I joined the industry, 'flexible working' wasn't on anyone's radar at all. I joined with the ambition to become a General Manager, a role I was offered the day after

finding out I was pregnant. I turned it down on the basis that I couldn't commit 100% to it, switching my career trajectory into revenue management. At that point, I began to see that it was possible to work flexibly. When Hilton approached me about a role, I asked if I could do so. Even though they'd never offered this within a commercial position before, they agreed.

Today the industry no longer requires you to be "on" 24/7, and we have a duty to spread the message that everyone can find their place in hospitality. The fact that even general managers can work flexibly is a great step forward. I lead a Women's Team Member Resource Group across the EMEA region, through which I want to spread that message. Two years ago, we held our first Women@Hilton conference to mark International Women's Day in the UK. This year, we expanded this into an EMEA-wide event with the theme #balanceforbetter. Around 3,000 Team Members tuned in from 150 locations across the region, creating unparalleled momentum and engagement across EMEA.

A huge part of the event's success was the presence of inspirational speakers from both within and outside the sector, who helped our Team Members to really see what's possible. This included one of our General Managers David Braithwaite who took the decision to work flexible hours when his daughter

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Arianna Huffington's *Thrive*. She talks about how she worked 24/7 to make the Huffington Post a success, ultimately leading to total burnout, an experience which prompted her to re-evaluate the balance in her life. Her message has come to life in our business through Thrive@Hilton, our flexible, adaptable approach to workplace wellness.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I read an article recently in the Harvard Business Review entitled *Want to Be a Better Manager? Get a Protégé*. It delivers an important message: we should all invest in people

both within and outside our own industry. People are the most valuable asset in every business and supporting the growth of the next generation is critical, which is why I mentor a number of individuals, including people I've met at speaking

events across many sectors. Supporting others on their journeys also gives you different insights and challenges your thinking.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Authenticity. You have to be who you say you are and live the values you preach. It's crucial to have integrity and be honest and open. I'm a glass-half-full person by nature, and we employ people based on the positive energy they bring. You can train skills, but you can't teach the innate passion in this business, which is about people serving people.



was born recently, and the move has simultaneously helped him to free up time to spend with his family, and empowered his team – many of whom are women – to take on new responsibilities. This reiterates that balance is for everyone. We also held practical sessions to help build confidence and empower our Team Members to reach their full potential. This is crucial because often it seems that part of the issue is that women can be reluctant to put themselves forward.

We need to help push our people to the next level, whilst also supporting them if they want to take time out and then get back into work.

Describe the hotel sector in three words.

**HOSPITABLE,
INNOVATIVE
and FAMILY.**

Rebecca Passmore

Company PureGym / Position Chief Operating Officer



Rebecca began her professional career in retail, starting in store operations with Aldi before moving on to TJX and later, Asda. She entered the fitness industry in 2017 when she became Chief Operating Officer at PureGym, joining the business at a time of rapid growth. She is regularly involved in panel discussions and mentoring schemes to promote diversity in the workplace.

What do you find most rewarding in your job?

Seeing people deliver their best. I truly believe that everyone can be a high performer, it's just a matter of finding out their motivation, coaching them along the way and directing them when needed. People get out of bed in the morning wanting to do a good job, and they want to get home and think they've earned their wage. The biggest thing for me is pulling together a high-performing, highly motivated team who truly believe they're delivering to the highest standard. I

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

I was given the book *Why We Sleep* by

Matthew Walker by an important mentor of mine. I have always been a bit of a workaholic, and an early riser existing on very little sleep. I have to say, this book has really made me really stop and reflect on my lifestyle. It uses science to demonstrate how a good night's sleep can make you cleverer, more attractive, slimmer, happier, healthier and ward off cancer! I now love sleep!

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

My boss, our CEO Humphrey Cobbold is

the most inspirational leader I've ever worked for. He's exceptionally bright, extremely strategic, and has a way of looking at things from different angles which stretches my thinking like never before. He is also a complete cultural ambassador throughout the business. We have five core values, which he never fails to emulate by infusing fun and hard work into all we do. I talk to my team about "high challenge, high support", which is



Humphrey through and through. He would never challenge you without putting his arm around your shoulder to say, "here's how I'll help you do it".

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

PureGym have just raised over £320k for Mental Health UK as part of a national fundraising event we organised. I was amazed by some of the statistics that were shared with us; one in four people are affected by mental health at some point in their life and specifically, women are almost twice as likely to be affected by anxiety disorders. Thirty minutes of exercise three days a week can have a significant impact on your mental health!



started in retail, but leading people requires the same skills across all sectors. The ability to uncover what strengths people have and slot them into the roles that work best for them doesn't change.

What do you hope the leisure industry will look like in 5 years?

For the fitness industry specifically, I hope for two areas of growth. Firstly, growth in the penetration of the UK population working out. More people getting fit and healthy,

being supported by affordable and accessible gyms locally to start their journey! Secondly, growth in the way technology supports members with their fitness journey. Whether that be using technology to support exercise in-club and using the same technology to work out at home, or the way members track their workouts and results over time which provides focus and momentum. It already exists today and will become part of a seamless in-club and at home fitness journey in the future.

I TRULY BELIEVE THAT EVERYONE CAN BE A HIGH PERFORMER

Helen Phillips

Company Odeon Cinemas / Position Operations Director UK and Ireland



Helen joined ODEON in 2019 from the retail sector, where she held a number of roles at Tesco. She was latterly Customer Service Director, having previously been Store Director – Extra. Helen also sits in a non-executive capacity on the Customer Committee of housing association LiveWest.

What career advice would you give your younger self?

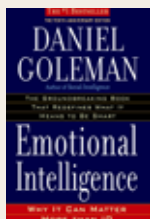
Don't be afraid of failure. Learn from it and move on. When I was younger, I used to fret a lot about whether I was doing my job well. If you're worried about it, just be very up front about asking for feedback. I would add that networking is also important. Always remember to invest

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Emotional Intelligence by Daniel Goleman.

About fifteen years ago while I was still a junior store manager at Tesco, I was pulled into a team by my boss, who had ambitious goals for the company. He asked us all to read the book and it really struck a chord with me because it talked about how EQ was just as important as IQ. At the time, Tesco was quite a masculine environment, and no one ever showed any emotion. I read the book and suddenly realised that my emotional side could play to my strength in the workplace. It taught me to always bring my best self to work and connect with people along



my career path. When I decided to leave many years later, I sent a note to Alison Horner, CEO of Tesco Asia. She wrote back a lovely message that said something like "you were leading the way we wanted everyone to lead, you were just doing it a number of years before everyone else got there". It just goes to show how important emotional intelligence really is.

WHO IS YOUR ROLE MODEL ACROSS ANY OF THE SECTORS YOU HAVE WORKED IN?

Claire Peters, who is now the Managing Director at Woolworths in Australia. She was my boss at Tesco when I was a store manager, and we worked together later in my career. She was a truly authentic leader. She was people-focused and consistent in her leadership

approach, but most significantly, she was very brave. When Claire took over as MD, the hyper market format was suffering, which was not just a UK problem but a global one too. Claire's approach to this was brilliant, she engaged and influenced the CEO and Executive Committee, got everyone onboard with her vision and strategy and made some bold decisions.



WHAT'S THE MOST MEMORABLE THING YOU'VE SEEN OR HEARD RECENTLY?

I had the opportunity to fly over the Grand Canyon and Hoover Dam in a helicopter. It was unforgettable, especially when we landed right in the middle of the Canyon.

your time wisely. Often people are too focused on what they are doing, rather than how they are doing it. I look back now and whilst I have great relationships with people who have supported me, I think I could have built my network quicker. Most

importantly, I would tell my younger self to stop being so serious! Having fun along the way is a big part of the journey.

What benefits do you think a more diverse workforce bring to your sector?

It's important to have a balance of different skills and perspectives within a business so that you end up with a range of thinkers around the table. If you always work with

the same people, you will always arrive at the same conclusions. A diverse mix of individuals helps a business to grow ideas faster and more creatively. Diversity is also crucial from a role model perspective. How can anyone connect with a company if they cannot see themselves at the executive table? It allows development on a larger scale if employees know that if they work hard and aim high, they can end up in a leadership position.

MOST IMPORTANTLY, I WOULD TELL MY YOUNGER SELF TO STOP BEING SO SERIOUS! HAVING FUN ALONG THE WAY IS A BIG PART OF THE JOURNEY.

Clair Preston-Beer

Company Costa Coffee / Position Managing Director, MENA and SEAI



Clair started her career at Boots pharmacy as a graduate trainee and moved to Costa Coffee in 2003. During this time, she held a variety of roles, including Retail Development Manager, Global Head of Brands, Regional Operations Director and Chief Operating Officer, before becoming Managing Director of Costa. Clair also holds a BA Hons in Modern History from Oxford University.

What attracted you to work in the hospitality sector?

If you get your energy from being with people, it's a great place to be. I knew I would enjoy working in an industry where I could combine my abilities to connect with people and think intelligently about business strategy. Over the last twenty years as I've moved into hospitality, I've watched great people work to build great teams. I get a buzz out of seeing the people I've coached and nurtured move through their careers. It's this blend of helping people fulfil their potential, delivering business results and growing brands that has kept me in hospitality for so long.

What are the biggest challenges facing women in hospitality?

Having the confidence to be a voice around the senior tables. Women tend to lead in a different way from men. I think that's a positive, but they need to be proud of their strengths rather than being frightened to fit into a pre-existing culture. Furthermore, there is no doubt that if women choose to have a family, they will face the challenge of balancing that with their job. What struck me at Costa, which is true of many businesses, was the 50/50 workforce on the storefront, but total ratio changes at more senior levels. When we dug deeper, we discovered that women don't have the confidence to step up to leadership roles while balancing a family. We need to work hard to teach people that you can do both.

[WOMEN] NEED TO BE PROUD OF THEIR STRENGTHS RATHER THAN BEING FRIGHTENED TO FIT INTO A PRE-EXISTING CULTURE

Describe your sector in three words.

EXCITING, REWARDING and FUN.

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

Simon Sinek's *Start With Why*. It's

all about inspiring people to want to follow you and believe in an organisation. When you consider our industry, it's all about people and how you can make a difference through them, so this book helps you think through how to do that.

WHO IS YOUR ROLE MODEL WITHIN THE INDUSTRY?

Alison Brittain, CEO of Whitbread. She has the wonderful ability to connect with teams at all levels, from baristas on the shop floor to the investors she manages, and she is savvy in business. Alison is a good example of someone who came from outside the industry equipped with great skills to push it forward.

Maria Horn, acting CEO of Nando's, is another great model. I worked with her when she was HR Director at Costa, so she's someone

who's actively chosen to broaden their skills and take on interesting challenges to move into the commercial space. She is a wonderful example of someone to look to when we doubt if we're qualified to do a role. I love that the sector gave her the opportunity to do that.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

KFC and Beyond Meat just trialled their vegan chicken nuggets at a store in Atlanta, Georgia. They sold the equivalent of a week's popcorn chicken in under five hours. Who would've thought we'd see the day KFC would launch an unbelievably tasty chicken-substitute everyone would rave about? I imagine this will drive growth in our sector that no one saw



coming twenty years ago. Every time I hear that hospitality is dying, I think of our evolution to

meet increasingly different consumer needs. It's up to us to think about what they will want to eat in the future, and how their manner of getting it will change.

Célia Pronto

Company Casual Dining Group / Position Chief Customer and Digital Officer



people you're surrounded by. I also believe it's a sector which lends itself to women. We obviously need to talk more about growing the pipeline of female talent, but the sector taps into women's inherent sociability, emotional intelligence and ability to work collaboratively.

Célia has a background in both blue-chip companies and start-ups across a variety of sectors including retail, travel, hospitality, technology and ecommerce. Célia worked for InterContinental Hotels Group, STA Travel, and Ford. She holds an MBA in Strategic Marketing from the University of Hull. Currently, she is also a non-executive director at South East Water UK.

What attracted you to work in the HTL sector?

Having worked in a range of sectors across travel, hospitality and leisure, I can honestly say that this industry really does have the friendliest people. It tends to attract sociable people, which makes it a compelling space to work in. We all know it can be a challenging environment commercially, but you certainly have fun doing the hard work because of the

What do you think the industry will look like in 5 years?

I think we'll see more automation in discreet ways. The sector is fundamentally people-driven, so although we won't see robotic automation across the board, I think we will see manual processes becoming automated to improve efficiency. For example, I can see us having better connectivity between the Internet of Things, such as communication between fridges, stock control and perishable products. As a result, the people we do have in businesses will be more focused on building rapport and delivering great customer experiences. The skillsets required to succeed in the industry will evolve away from pure functional expertise and towards the ability to deliver an engaging customer experience.

THE [HTL] SECTOR TAPS INTO WOMEN'S INHERENT SOCIABILITY, EMOTIONAL INTELLIGENCE AND ABILITY TO WORK COLLABORATIVELY.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

I liked *Good to Great* because it's a lesson in longevity, while Sheryl Sandberg's *Lean In* also reinforced a lot of beliefs. I particularly enjoyed *Screw Work Let's Play* by John Williams, which is about how to have fun at work and find your passion. I'm currently reading *How to Have a Good Day* by former McKinsey partner Caroline Webb. She realised that the psychology of happiness was her true passion and has now written this book on how to reframe your mindset to have a good day, even when you have to work with difficult people or have difficult conversations.



WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Steve Richards, former CEO of CDG. He's built very successful businesses and teams across the sector and holds a lot by his hands-off management philosophy. He sets a strategy and a vision, hires great people and then leaves them to get on with it. He leaves you feeling empowered and has personally been very supportive to me. He believes that culture is something alive within a business rather than a set of values on paper. He encourages people to work together while remaining competitive, which fosters an environment where different personalities come together to deliver business goals.

Describe HTL in three words.

**CHALLENGING,
DYNAMIC and EXCITING.**



Amanda Roche-Kelly

Company **Just Eat** / Position **Managing Director, Ireland**



Amanda is the Managing Director for Just Eat in Ireland. She has a BA Hons in Marketing and Business studies and an extensive portfolio of sales and business development roles. Prior to Just Eat, Amanda spent six years as Regional Sales Manager at Bewleys and worked as the National Sales Manager for Just Eat in Dublin.

What attracted you to work in the HTL sector?

It's an industry that's innovative, fast-paced, and exciting. I started out in sales, and I've found that no matter what industry I'm in, I enjoy the excitement of selling. There are so many amazing brands out there that really attracted me, and I wanted to sell their story. This industry is all about people; I love the fact that I've made a career out of it, but I'm also an active customer in the industry. You see the changes in the people around you, and then drive that influence through the company.

What are the biggest challenges facing women in HTL?

Our sector is all about answering customer needs and promoting consumer engagement. It doesn't, and therefore shouldn't,

matter what gender you identify with. I've done a lot of mentoring in my life, and my main piece of advice to women would be to be deliberate. You need to decide for yourself what you want to become and make decisions to get you there. I find that sometimes women are more inclined

to enjoy feeling content in their current role. The leap into the unknown can be daunting, especially without good mentors. But I always say ask for more. In this industry, you can't be passive, or you just won't be heard. Embrace the unknown!



Describe HTL in three words.

INNOVATIVE, FAST-PACED and EXCITING.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?



Lately, *Becoming* by Michelle Obama has really inspired me. I think what really struck me throughout was the ineffable power of education, and how crucial it is that every child is treated equally. I see that we need to empower our children to do great things. I was lucky enough to see her speak in Paris; she was the book personified.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Cathriona Hallahan, the Managing Director of Microsoft in Ireland. This year we were both part of an interview session with NewsTalk. She comes from a humble background, growing up as one of eleven children. Looking at where she's taken Microsoft as a brand in Ireland is amazing.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

The size of the takeaway market is incredible. We

recently did a report with EY and found that the value of the online takeaway industry in Ireland is comparable to the automotive and telephone industries! I enjoy the fact we sell an occasion and experience more than just food. Seven years ago, I was in a very stable job at a very respectable company, but seeing the whole story behind a simple delivery, I found myself dreadfully excited by the desire to improve the experience for every facet of Just Eat's service.



EMBRACE THE UNKNOWN!

Eleni Savva

Company Elior / Position UK Chief Financial Officer



Elina has a background in financial management, working within the likes of British Gas, BHS and Tesco. She is responsible for leading finance, procurement, IT and legal management at Elior.

What challenge have you learned the most from in your career?

I think that my role as CFO for Harris + Hoole in the joint venture with Taylor Street Baristas and Tesco challenged me the most. The project was a blank sheet of paper, and I had to create a finance team from scratch. Essentially, we were building a high street brand, and it was a very aspirational mission that grew at a high speed. I sat on the board, responsible for developing the finance functions from all ends, from steward to value creator. Not only did I have to consider the future trajectory of the business,

SELF-BELIEF IS IMPORTANT, BECAUSE WE HAVE JUST AS MUCH TO OFFER.

QUICKFIRE

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Someone who had a huge impact on my early career was a man called Richard Cribb. He was my boss after my training at British Gas. He pushed me completely beyond my boundaries into a role that was perhaps much too senior for my capabilities. Nevertheless, he always believed in me. When I moved on to Tesco, Paul Fearn really helped me to develop as an individual and leader. The professional support he gave me was

I also had to understand the key dynamics impacting our business model, all during the advent of digital, which was taking off across industries and suddenly became a huge priority. It was tough, but it really helped me develop as an individual and finance leader.

What advice would you give to women aspiring to be finance directors or CFOs?

From a functional perspective, breadth of knowledge is important, as you need to understand how many different areas of the business work. The CFO role is also evolving with the digital world, so I think anyone who comes into it needs to be excited by the new technology. From a women-specific perspective, I am very passionate about how we perceive ourselves relative

unparalleled, from signing me up to the senior development programme to offering me countless opportunities to build my skills. It was Paul who put me forward for the CFO role at Harris and Hoole.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

A good leader is someone who gives their team a sense of purpose; something



to strive for, creating that futuristic vision, listens as well as directs but is mindful of the

importance of people and customers, as they are at the heart of everything we do in business. In addition, a leader, needs to be inspiring and tenacious and have an embedded strong set of values such as integrity, passion, empathy, honesty and commitment.

to men. I've been in many situations where I've been the only woman at the executive table but never felt intimidated. Self-belief is important, because we have just as much to offer.

We need to remember if our name is on the list to a meeting it means someone wants to listen.



Karin Sheppard

Company IHG / Position **Managing Director, Europe**



Karin has been with IHG since 2004, where she started in Sales and Marketing before joining the Executive team. In her current role, she is accountable for developing market strategy for the European division, managing seven hundred hotels across 39 countries. She is also a member of the IHG Regional Senior Leadership Team for EMEA.

What attracted you to work in the HTL sector?

After spending several years in various sales and marketing roles in the IT industry, I started to re-evaluate my career. I wanted to combine my personal passions with my job. I had always enjoyed travel and cultural interaction, having lived in different parts of the world, and I was intrigued by the idea of selling experiences over products. When I think about the industry, I realise

that we play a meaningful role in people's lives. Our responsibility varies from giving comfort to out-of-sorts businesspeople to delighting those spending precious time with loved ones during holidays or weddings. We support local communities, bringing them together and providing employment. In certain markets, having a job in a hotel is a great privilege and it's wonderful that we can support that richness in the industry.

What benefits do you think a more diverse workforce bring to hotels?

It's proven that more diverse management teams drive better performance. When it comes to recruitment, the next generation expects to work in inclusive cultures: a third of millennials who left their jobs did so for a more inclusive culture, and two thirds think about diversity when choosing their workplace. This is compelling evidence that if we want young people to join the industry, we must be focused on Diversity and Inclusion. In hotels specifically, we need more female GMs so that the hotel leadership reflects those they're leading and hosting. With the current talent shortage, we need to cast the net as wide as we can.

WHEN I THINK ABOUT THE INDUSTRY, WE PLAY A MEANINGFUL ROLE IN PEOPLE'S LIVES.

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

Daring Greatly by Brené Brown.

She did over a decade of research into vulnerability before concluding that the ability to be vulnerable unlocks fabulous things in how you connect with people. It takes courage, but it is essential for authentic leadership. This struck such a chord with me that I gave copies to leaders across the business. I wanted to help them understand that by disclosing more of yourself, you create more trusting connections with colleagues and teams.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I'm amazed by the pace at which sustainability has become a priority across

the sector. At IHG, we have just pledged to completely abandon single-use bathroom miniatures and move to bulk-size amenities by mid-2021 across all brands. The response has been phenomenal, and we've received countless emails from guests thanking us. It feels like a tipping point. When the climate change protests took place in London this summer, businesses came out applauding their efforts rather than condemning the movement as disruptive.

Elsewhere in Europe, students protest every single Friday. It's an interesting time: as a company we need to move faster on our future, as we can't attract the next generation unless we support their demands for more responsible organisations.



Sapna Sood

Company **Compass Group** / Position **Executive Director, International Clients and Market Developments**



Before entering the hospitality sector, Sapna was President and CEO of the Philippines division at LarfageHolcim. Before this, she led the global helium operation for Asia-Pacific at The Linde Group. At Compass, she sits on the executive board and oversees international clients and market development. She is also non-executive director and chairs the Sustainability Committee at Kering.

What career advice would you give your younger self?

I would tell her that if a position comes along unexpectedly, she should let go of her preconceptions of what a career path "should" look like. Opportunities come your way, and in almost every case, they are so much more than what they initially seem to be. Every job offers a new experience, an opportunity to learn and a future career path that may be nothing like you imagined. One should always be flexible both from a role perspective, as well as a global perspective. When I was very young and just starting my

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

I loved *Winning from Within* by Erica Fox. It talks about the huge impact

that leaders have on society, as well as what is required of the leaders of tomorrow.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Many industries are examining the impact that companies should have on wider society as they become more powerful. I sit on the board of Kering, whose CEO was recently at G7 taking about sustainability, climate change and the future of

our planet. I think this is more than just a trend, and it goes far beyond climate change. We need to look at the wider social focus and ask ourselves

what companies can do for the future of mankind. Are we offering our employees fulfilling careers? How can we provide them with interesting opportunities, so that they can impact broader society and attract new talent from outside the organisation?

On a personal level, I often think about the fact that I used to work in the cement and concrete business at LafargeHolcim. When I consider where

our products were used, I remember that we were building better houses and on a wider level, housing gives people dignity. The food business is no different.

We always think about who we are feeding, and that process is important because food offers people a certain level of respect and

comfort. More companies are thinking in this way now, and rightly so.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Integrity and authenticity, which both bring credibility.



WE NEED TO LOOK AT THE WIDER SOCIAL FOCUS AND ASK OURSELVES WHAT COMPANIES CAN DO FOR THE FUTURE OF MANKIND.

career, there were many opportunities to relocate. On the face of it, these never seemed attractive when I considered factors such as moving my family or my comfort zone, but once I made each move, I experienced huge personal growth and learnt a lot from other cultures and styles of working. My own career path is very interesting because I trained as an engineer and then spent almost twenty years in heavy industry. Leaving the sector

completely and coming to join Compass was never my career plan.

If you weren't doing this job, what would you be doing?

It was very important to me that I worked in an international business, but I was very open to what that looked like. I think that I had the United Nations in mind, or perhaps an NGO.



Sara Stark

Company Dishoom / Position Head of Marketing and Creative



Sara oversaw brand and creative at Cancer Research before joining Dishoom in 2011. She has led the marketing and creative division since 2016, leading a variety of projects throughout her time there. Sara is a modern languages graduate, with a background in copywriting and public relations.

QUICKFIRE

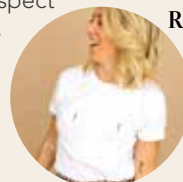
WHAT BOOK HAS INFLUENCED YOU THE MOST?

Finance isn't my favourite topic, but it's an important one to get your head around. I'm so glad that I read a book called *Love Is Not Enough: A Smart Woman's Guide to Money* in my early twenties; it's helped me to make some good decisions over the years.



WHO IS YOUR ROLE MODEL WITHIN THE INDUSTRY?

I have loads of respect for Natalia Ribbe, co-founder of Ladies of Restaurants. She's bringing people together to create support networks and solve problems that might prevent them choosing or staying in a career in a hospitality.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

CEOs of FTSE 100 companies are more likely to be called Stephen than be a woman.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Empathy, openness and humility.

What do you find most rewarding in your job?

I've been at Dishoom for almost a decade now. It's been an incredible journey and I'm proud of everything we've achieved. Our seven restaurants are beautiful, welcoming, lively places to dine, and we've also

managed to tell our stories through a cookery book, a vinyl LP and an immersive theatre show, amongst many other things. We do lots of events, which break down barriers by joyfully celebrating different cultures in a cool way. We take over Dinerama in Shoreditch for our Diwali and Eid events, and recently a pop-up restaurant-cum-stage at Lost Village with an amazing line-up of South Asian DJs. Through our charity partners Magic Breakfast and Akshaya Patra, we've provided seven million meals to kids who would have otherwise gone hungry.

What benefits do you think a more diverse workforce bring to hospitality?

At Dishoom, we really care about breaking down barriers and bringing people together. We want everyone to feel welcome, guests and team alike. This means diversity is a natural and essential part of our team and we absolutely love celebrating our differences. For example, we hold a team Iftar every year during Ramadan where team members of any faith can break fast together at sundown, which builds massive understanding and compassion between us all.



WE'VE PROVIDED SEVEN MILLION MEALS TO KIDS WHO WOULD HAVE OTHERWISE GONE HUNGRY.

Julie Swanston

Company Merlin Entertainments / Position Senior Creative Director, Resort Theme Parks



Julie has a predominantly media background, having joined Merlin from the BBC after spending nine years working at UKTV in their marketing and commissioning departments. In her current role, she works across all six Merlin theme parks, where she is responsible for creating new attractions to drive growth.

What are the biggest challenges facing women in HTL?

One big challenge is upward progression. Women in this industry need to find ways to explore how they can grasp opportunities to flourish, while (usually) also being the main carer at home. Women want to occupy senior positions, which I believe can only be achieved through flexible working. I am fortunate that Merlin has a positive approach to this, and their cooperation means I can always get the job done properly – just not necessarily at my desk

A SIMPLE MIND SHIFT FROM “OH NO” TO “WHAT IF?” MAKES ALL THE DIFFERENCE.

between the hours of 9am and 5pm! I was able to work from home on my little boy's first day of school this year, which was important to me.

What advice would you give to women hoping to enter your sector?

I'd say that it's crucial to be open to opportunities, which means being agile and creative in your own mind. And be eternally positive; a simple mind shift from “oh no” to “what if?” makes all the difference. A great woman in TV once taught me to see the cracks in the wall, rather than the bricks. She was someone who would get lots of energy from breaking down huge walls because she could always see where the opportunities lay. There's always a way through a challenge, and it can be great fun finding a way to do just that.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Sticky Wisdom: How to Start a Creative Revolution at Work by Dave Allan. It explains how we're hard wired to head to our go-to places for problem solving, but then gives a really practical guide to help direct our brains to new ways of thinking, which, of course, is crucial in any kind of creative role.



WHO IS YOUR ROLE MODEL WITHIN THE ENTERTAINMENT INDUSTRY?

My role model would be Cary Wakefield, who was formerly the Head of Marketing, Research and Audiences for the BBC. She is an incredible force of nature who taught me that there is ALWAYS a way to keep forging ahead, and to never take no for an answer, or even worse, give up. Thanks to her, I am now massively motivated by nay-sayers and hell-bent on proving them wrong!

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I recently went to *Mamma Mia! The Party* at the O2, which left me completely mesmerised. It's amazing that a band that were popular in the seventies has been able to reinvent itself to the point it has become a household name across the generations. ABBA has turned their music into a successful film franchise, but this was on a different level. Customers pay a large sum of money (the cheapest ticket is currently about £150) to have dinner while actors sing and dance around them in a wholly immersive experience. I'm really impressed at how well the brand has looked at the trends and reacted, changing the shape of the story and bringing it to life for a customer that demands experience over product. I also love Secret Cinema. It has broken the boundaries of the possible in location-based entertainment.



Danielle Tanton

Company Viacom / Position Location Based Experiences Licensing Director, UK, Northern and Eastern Europe.



Danielle has a range of experience within the entertainment sector. She has worked for Global Radio, LeeFest and HIT Entertainment since graduating from the University of Leeds with a BA in Fine Art. Danielle is passionate about strategic development, contract negotiation, brand management and creative production.

What do you find most rewarding in your job?

Seeing visitors' faces light up when the brands I'm working on come to life as tangible immersive experiences. Having recently started in my role, I'm excited to now be working on some of the biggest kids' franchises in the world, including *SpongeBob SquarePants*, *Paw Patrol* and the *Teenage Mutant Ninja Turtles*.

What challenge have you learned the most from in your career?

Many theme parks are family-run businesses which often have fixed ideas about how they should be run. This makes creating immersive experiences within the theme parks, using brands with fixed style guides and working practices, more challenging. I've learnt that being able to negotiate a compromise to find the right balance between two differing sets of needs is crucial to achieving success in this industry.

What advice would you give to the next generation of women entering your sector?

Be passionate and don't let anything hold you back. The theme park industry is quite male dominated and networking events orientated to that, but it's important to remember that the point of these events is to meet new people and share ideas. Your contribution is equally as valuable as anyone else's in the room.

BE PASSIONATE AND DON'T LET ANYTHING HOLD YOU BACK... YOUR CONTRIBUTION IS EQUALLY AS VALUABLE AS ANYONE ELSE IN THE ROOM.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

I found *Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration* by Edwin Catmull and Amy Wallace to be a very stimulating read. The book explores some of the hurdles that Pixar had to overcome during the production of *Toy Story 2*, and it is a refreshing reminder that obstacles don't always have to stop you achieving great results.



attractions should constantly strive to incorporate 'the next big thing' in technology innovation. It argued that it's possible to build on what's been done previously and still achieve exciting results. Many theme parks use mechanical robots, lights and sound, which is still one of the best ways to create an immersive experience.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

It's important for a leader to be focused, with a clear understanding of how and where they want their business to grow. A good leader takes on board others' opinions and hires people that they know will increase a team's overall knowledge and skillsets.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I read an article challenging the notion that theme park

Describe your sector in three words.

ENERGETIC, DYNAMIC and FORWARD-THINKING.

Rebecca Thomson Foley

Company **Celebrity Cruises** / Position **Associate Vice President, Entertainment**



Becky is currently Associate Vice President with responsibility for entertainment at Celebrity Cruises, a role she has held since 2016 having previously been Director of Entertainment. Earlier in her career, Becky was responsible for leading entertainment and activities programmes on board ships.

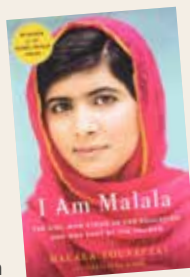
What career advice would you give your younger self?

Be bold, work hard, be nice and be kind. The further I've got in my career, the more I've realised that these values are important, and I believe I've passed them on. When I see people I worked with ten years ago, I love to see that they too have carried this mantra with them. Earlier in my career, like many women, I often doubted myself. Nevertheless, you have to be bold and stay kind no matter what comes your way.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Malala Yousafzai's autobiography, *I am Malala*. What she and other girls went through in Pakistan truly inspired me as a woman and as a mother. I have had the pleasure of working with her and she really is the humblest person; there was no one I would have rather been in a room with at the time. There is also a children's book about her



story which I'm reading to my seven-year-old son, who could not believe that some children are not able to go to school. I felt it was important to teach him about the disadvantages many girls face.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Our chairman and CEO, Richard Fain, who told us that acceleration is key and future success depends on speed. He implored us to ask ourselves if we could keep

up with the nonstop modern workplace, and I recently realised that this is the same across all industries. Everyone must be flexible, agile and disruptive: complacency is mediocrity.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

You can only be a good leader if you elevate the people around you to be their best selves. Empowerment is key, as is listening, even if you can't always give the exact answer.

If you weren't doing this job, what would you be doing?

My old answer to this was a talk show host! About four years ago, however, I was mentoring young professionals and realised my true dream job: a confidence coach for women, to guide them along the way in both their personal and professional lives.

What benefits do you think a more diverse workforce bring to HTL?

Everybody should be able to look and say, "I can do it too". Everyone needs a mentor or a role



model, and though a lack of someone who looks or sounds like you doesn't mean you can't be successful, you're more likely to believe in yourself if you feel represented.

BE BOLD, WORK HARD, BE NICE AND BE KIND

Nicola Underhill

Company **Hilton** / Position **General Manager, St George's Park**



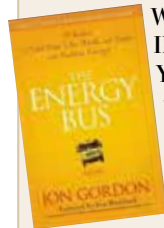
Nicola has worked within the hotel sector for many years, having spent her early career at Bewley's before moving to Macdonald Hotels and then eventually joining the Hilton team. In her current role, she oversees the St. George's Park hotel, home to many sports teams and corporate clients.

What do you find most rewarding in your job?

I absolutely adore identifying the talent within my organisation. We have 282 team members at Hilton St Georges Park, and I love working with them every single day. It's such a huge cohort of different people from different ages and backgrounds, and it's so rewarding, coaching them

I REALISED THAT I DIDN'T NEED TO DOUBT MYSELF AND I SHOULD HAVE HAD MORE CONFIDENCE IN MY ABILITY TO SUCCEED

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

The Energy Bus by Jon Gordon. It's a novel that has one of the clearest

yet most powerful messages I've seen, so much so that we've decided to use it for a training module at Hilton! It takes a simple metaphor – a man driving the bus of his life – but the simplicity is what drives its potential to inspire. You are the one in control of your life, what direction it goes in, the people you let on it with you for the ride, the

destinations you want to stop at, the speed you want to go, just as you would as the driver of a bus. There's a poignant truth to this image. Some people think that success falls on your lap, however this book teaches us that everyone has the potential for anything if they want it enough and take control of their bus.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Chris Nassetta, CEO and President of Hilton. He's someone who promotes a powerful message across the company: balance for better. It's all about creating diverse workplaces, no matter where

you're from. He pushes a drive called *Thrive*, which is all about having a better work life balance. The perception from outside the industry is that we work to death, but that's not true. Chris has six daughters, and you can see that they drive him to create an industry that has opportunities for everyone. It's not just his mindset, but everyone else's that are also important to him; he wants everyone at Hilton to embrace his message.



and watching them grow. Recently, a member of our team was struggling with self-doubt, having been offered a promotional position to Hilton York as deputy manager. I encouraged her and she went for the job and succeeded. I will always be grateful to be part of every team member's journey.

What challenge have you learned the most from in your career?

Women tend to suffer from self-doubt; we over-analyse and question everything. This is certainly something I've experienced myself. When I was interviewed for this role, I was nervous because I assumed that since this is an iconic hotel owned by the Football Association, the role would go to a male applicant. I found myself tripping



over to answer questions before the interviewer had finished asking them, because I wanted to prove I was worthy of being there. This reflected in the feedback I received, and I learned a valuable

lesson from it. Having been offered the job, I realised that I didn't need to doubt myself and I should have had more confidence in my ability to succeed. I think that applies to a lot of other women too.



Mary Walsh

Company Eurostar / Position Communications Director



Before joining Eurostar, Mary spent a number of years working in the financial services sector with Lloyd's Bank. Moving from her Director of Corporate Relations role to her current function at Eurostar, Mary spearheads the communications division of the company.

What attracted you to work in the travel sector?

When I got the call for Eurostar, I was initially attracted to the consumer-facing dimension, as a travel company has a very direct impact on the lives of customers. I had done a lot of work in the consumer space previously and the additional European perspective really appealed to me. Most importantly, HTL is about striving to offer more than just a product. I loved the idea of working for a big brand like Eurostar

IT'S THE SOFT POWER PERSPECTIVE THAT INTERESTS ME... THE IMPORTANCE OF LEARNING LANGUAGES IS SOMETHING WE REALLY NEED TO ADDRESS HERE IN THE UK

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

The Bluest Eye by Toni Morrison. I love Toni Morrison's books because they help you to look at the world from a very different perspective and, in this case, to challenge the conventional perceptions of beauty and the profoundly negative impact that these entrenched perceptions can have.



WHO IS YOUR ROLE MODEL?

Mary Robinson and Mary McAleese. Both were President of Ireland and had a hugely positive impact on Irish society, politics and the peace process. I come from an Irish

background, so they have particularly interested me. They are both extremely impressive individuals and fantastic female role models.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

The importance of learning languages is something we really need to address here in the UK, especially in the current climate. It's the soft power perspective that interests me. I think that being multilingual speaks to a certain openness and cultural understanding that is critical and I see the benefits of this first-hand at Eurostar.

which aims to offer an experience to customers. From a communications, product and people perspective that's very interesting. It demands creativity, imagination and lateral thinking and you always need to be asking yourself how you can communicate your offering so that consumers buy into it. It's a very dynamic sector and is often a good barometer for the state of the economy as leisure travel is discretionary and the appetite for it is a useful gauge of consumer confidence.



What challenge have you learned the most from in your career?

Working for Eurostar has always been challenging because of the extensive network of people that we interact with across borders on a daily basis. It is a complex landscape and over the years I've gained a strong understanding of how to manage these different

dimensions so that I can help the business navigate to where it needs get to. At Eurostar, this becomes very important when we look at launching a new route as that requires us to have a good grasp of the political and stakeholder environment and build relationships quickly.

Debra Ward

Company **Camm & Hooper** / Position **Managing Director**



Now Managing Director of Camm & Hooper, Debra has been a MD for a range of companies, including Condeco and Mace Macro. She was named 2014 Woman of Achievement by Women in the City and one of the top ten people in Facilities Management by RICS.

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

Gung Ho!
by Ken

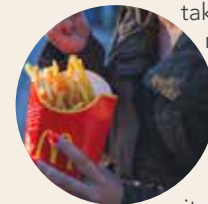
Blanchard, which has three key points. It talks about the way of the beaver, the spirit of the squirrel and the gift of the goose. It's about establishing worthwhile work and finding each person's worth within themselves, whilst giving people some autonomy to get on and achieve their goals. Finally, it's about cheering people on, not just when they have reached their goal but at every accomplishment along the way. I read it twenty years ago and it completely changed my leadership style. It's so powerful; I read it probably once a year and I give it to every one of my leaders.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

My dad ran restaurants and bars and he was the most inspirational leader. He taught me everything about the power of teams, having a vision, never standing still and working hard. There are a lot of people who have come and gone whom I have admired. In terms of companies, I also love McDonalds and will always love it. They were true pioneers on so many levels. They got you to place your own order, clean up after yourself, pay for the privilege and then come back and do it all over again. They are a global leader in scale and it's truly outstanding.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

The Chicago Tylenol tampering scandal is a big interest of mine. When they had their products tampered with and had to recall all of them, it cost them millions. Instead of covering it up and calling it an isolated incident, they took it head on and the CEO held a press conference



taking full responsibility. They then developed a tamper-proof bottle and made it available to millions of people around the world. It just shows what can be done when you take accountability for your actions.



What career advice would you give to your younger self?

Work hard and be brave. Bravery is about being willing to take the hit because no matter how bad it is, there is always a solution. Keep reading and educating yourself. Malcolm X said that knowledge is power, my grandmother said that knowledge is never wasted and at Camm & Hooper, we say that every day is a school day. The last thing is to remember it takes a village. It's the team that gets us to where we need to be. As a leader, you're only as good as your team.

If you weren't doing this job, what would you be doing?

I wanted to be a doctor at one point because I always wanted to help people, but my dad talked me out of it on a beach in Venezuela. He thought I was too creative, which was not necessarily a trait a surgeon should have. You don't to invent a new way to perform an appendectomy. I have no regrets about my job and entering the hospitality industry, as I get to be a part of making people's visions come true. Putting on events is turning people's dreams into a reality. At Camm & Hooper in particular, we don't put on events; we curate iconic experiences and I love it!

Louisa Watson

Company Wyboston Lakes Resort / Position Marketing Director



Louisa has worked in the sector for the last two decades, leading marketing and PR operations within multiple businesses. At Wyboston Lakes, she focuses on B2C and B2B marketing in the UK and internationally.

What attracted you to work in the HTL sector?

I like people and I like demanding, ever-changing environments, and I've always found that HTL has been the sector to provide that. I've been in all sorts of sectors. My first proper job was at Vax, where I worked on their ad campaign for vacuum cleaners, I even came up

with the strapline! I went on to work with mobile phones as they were first emerging in the market. I then did something quite different in the packaging industry which was a total B2B environment. In 1997, I moved into health, fitness and spas, and finally hotels.

What do you hope the HTL industry will look like in 5 years?

Based entirely around consumer experience. Some of the best hotels are incredibly focused on the whole experience. From pre-booking and booking, to staying and leaving, everything has got to be perfect.



QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Tribes by Seth Godin. He talks about people as a tribe, rather than target markets, and analyses how they behave and react from a marketing perspective. I think it's interesting to understand where human behaviour stems from, and how you can engage and promote certain behaviours that are inherent in some but not others. Another great read is *The Small Big* by Bob Cialdini, Steve Martin and Noah Goldstein. It's really inspiring, highlighting that small changes can spark big differences.



old school and a total hospitality man through and through. I've learned a huge amount from him.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I recently did quite a lot of research on the next generation. The changing consumer needs are incredible; it really showed me that we've got a lot to do, thinking about how to attract these bright young people into the sector. I think millennials are often misunderstood by the older generation. They are referred to as "snowflakes" or seen as people who don't commit and don't work hard. They just work differently and have different aspirations; they require different things from their job and lifestyle. They're incredibly creative and dynamic and have a lot to offer the sector.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Mark Jones, our Deputy Chairman. I've worked with him for fifteen years now, both as a consultant and as an employee. His background in hospitality is amazing. He's part of the

I THINK IT'S INTERESTING TO UNDERSTAND WHERE HUMAN BEHAVIOUR STEMS FROM, AND HOW YOU CAN ENGAGE AND PROMOTE CERTAIN BEHAVIOURS

Carol Welch

Company Odeon / Position Managing Director UK&I



YOU NEED FIRE IN YOUR BELLY AND ENOUGH CONFIDENCE TO MAKE MISTAKES AND LEARN FROM THEM.

Having started her career at Boots UK, Carol has since worked in several global companies including Cadbury, Costa Coffee and Jordan's Dorset Ryvita. She joined ODEON to lead its UK and Ireland business in 2017, and has also been a non-executive director at retail property business Hammerson since 2019. Carol has a BA Hons in Business Studies.

What do you find most rewarding in your job?

Giving teams ambitious goals and watching them achieve what they didn't think was possible. It's fantastic when I ask extraordinary things of individuals or teams, watch their eyes widen, then see them grow by working through the challenge. At Odeon, our teams include 16-year-olds starting out, right up to senior management, so there are plenty of opportunities to give people the space to grow. Being part of that process is the best part of my job.

How are you encouraging more women into the industry?

Odeon's "Our Incredible Differences" initiative promotes diversity across the organisation. Initially we've focused on gender with great success. We gave high potential female team members a mentor to discuss what they found hard at work and to give them more confidence. We've benefited through increasingly rich debates about customer experience and a greater number of successful internal female candidates for senior roles. Often inclusivity is the product of the little things that make up a culture rather than one thing you can reapply. Diversity is about creating the right environment and as a leader, you can create signals to the business. Our HRD was appointed as she left to have a baby, and we'll support her when she's ready to come back. I always go to our development programmes to talk about my career, warts and all. It's humbling to hear people saying they've been inspired by your stories. It's crucial that women hear these stories about how you've become more resilient due to what you've overcome, as so much is about confidence and self-belief.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Being in cinema, I can't not mention films! Three are close to my heart: *Schindler's List*, *The Help* and *Adrift*, which are all book adaptations. I love them because they're based on true stories about people who achieved amazing things against the odds. There is so much inspiration in that, to help others and create positive things. If I had to give a book, it would be *Bounce* by Matthew Syed, which shares similar themes of overcoming obstacles.



and whether codes and networks prevent you from getting top jobs if you come from a working-class background. The insights on how background affects confidence seemed applicable to diversity in general. Coming from a working-class background, it made me reflect on my journey and whether I have any unconscious bias myself. It raised questions in my mind that I had not considered so deeply before, and far we still have to travel.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

A leader should be inspirational, curious and resilient. You need fire in your belly and enough confidence to make mistakes and learn from them. Your period of business leadership is relatively short, therefore it's important to create a legacy of talent that will take your business vision forward.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Amol Rajan's BBC2 programme *How to Break into the Elite*. It looked at class and social mobility,



Janet Wigley

Company **Compass Group** / Position **Business Development Director**



Janet has been part of Compass Group since 1998, starting as an Assistant Catering Manager in South Africa. She later joined Compass UK and Ireland, where she worked in strategy and operations before moving into business development. In her current role, she is responsible for growth in the new business sector of the company.

What attracted you to work in the HTL sector?

I've always enjoyed anticipating what people need, especially when it comes to food, and I love the buzz I get from delivering hospitality. Great food and service gives genuine joy to people. I can't bear people needing something and not being able to get it or find the right person to ask. I'm passionate about food, so the combination of that and service within HTL made it the perfect fit for me.

QUICKFIRE



WHAT BOOK HAS INFLUENCED YOU THE MOST?

Bounce by Matthew Syed. He argues that success requires 10,000 hours of focused practice, so no one can rely on talent alone. *Ashleigh Brilliant's Appreciate Me Now*, and *Avoid the Rush*, a compilation of postcards pairing pithy sayings and images, is another book that

reminds me to not take life too seriously while giving me food for thought. One of my favourite quotations is "some people know how to get on top of their burdens and turn them into platforms".

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Chef Angela Hartnett. She has shown incredible determination in such a male-dominated environment, though she never comes across as resentful about how

Describe HTL in three words.

**REWARDING,
VIBRANT and
INSPIRING.**

difficult it was to break through. Her food is also unbelievably good!

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Tenacity and bravery. Fully listening when having a conversation with someone and engaging 100% in that moment. It's wonderful to be proud when you achieve something, but a great leader is humble in celebration and defeat. Another great quality is getting excited about what we do and being able to transfer that energy to our teams.

How have you seen your company culture change?

In the last two years, a lot has changed around using positive language and emphasis on female progression based on talent. I joined Compass Group a few years after finishing my studies with a view to be on the executive board one day, but I couldn't see a clear path to it, especially when I looked at senior operational or Managing Director roles. Since then, and especially in recent years, we've seen incredible, inspirational women being appointed

in IT, legal, sales, HR and finance functions, and most importantly for me, MD roles. Cultural change comes with physical change and work still needs to be done on the perception of what constitutes a great leader. Right now, too many women with strong opinions are perceived as "bossy" or "aggressive" whilst men with the same traits are admired. I have hope that these perceptions are changing, and great female leaders are progressing as well as their male counterparts.

**IT'S
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AND DEFEAT.**

Mary Willcock

Company The Restaurant Group / Position Managing Director, Pub Restaurant Division/Brunning and Price



Mary has had a varied career within the pub industry. She is currently leading the pub and restaurant division of The Restaurant Group and prior to this ran the Slug and Lettuce as Managing Director. She holds an MA in Geography from the University of Edinburgh.

What do you find most rewarding in your job?

In a world that can be quite grim, I love that my job focuses on getting people together and away from their phones in quite a community-spirited way. I'm delighted to be part of that, because at the end of the day, I come away from my job feeling that we've helped make life at least a little better for some people. I also think it's great to work in an industry where no one judges you based on qualifications.

Anyone in the food-service industry can work their way up from the bottom, because EQ is far more valued than IQ here.

What benefits do you think a more diverse workforce brings to your sector?

Over the course of my career, I've historically worked in executive roles where often I'm one of very few women at the table. Nevertheless, I've noticed that this dynamic is shifting. Our customer

base is diverse, so it would be bizarre if our workforce did not reflect that. Diversity is beneficial for the workplace, because it allows different management styles and perspectives to be added to the company.

How are you encouraging more women into the industry?

My catchphrase has always been "for something to happen you first need to believe it's possible", so I tend to think that any

FOR SOMETHING TO HAPPEN YOU FIRST NEED TO BELIEVE IT'S POSSIBLE

time you see a female or minority individual in a position of leadership it reinforces the fact it's possible. This is the kind of representation that businesses must strive towards daily until it becomes the new normal.



QUICKFIRE



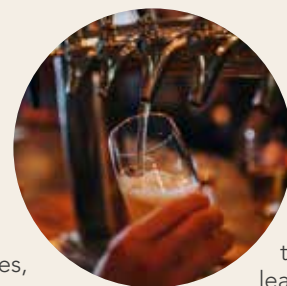
WHAT BOOK HAS INFLUENCED YOU THE MOST?

This is Going to Hurt: Secret Diaries

of a Junior Doctor by Adam Kay. It simultaneously reminded me that my "bad days" at work are not a patch on some other peoples', and what a mess we are making of our beloved NHS.

WHO IS YOUR ROLE MODEL WITHIN THE INDUSTRY?

Ian Payne came into Laurel when I was in my twenties, and he was an inspiration to me as a young woman entering the sector. He loves pubs. He spends time in them rather than managing them from afar, and he taught me a lot about the business. He was one of those people that operated



on merit and pushed you to the front if you were doing well. I wouldn't be where I am today without his leadership.

WHAT QUALITIES ARE MOST VALUABLE IN A LEADER?

Empathy, energy and integrity, as well as not taking oneself too seriously.

Liz Williams

Company Papa John's / Position UK Managing Director



Liz has been in the restaurant and quick-service sector for 20 years, and has occupied Managing Director and CEO roles across established and start-up brands. She has spent the last year at Papa John's, where she is responsible for planning strategy and creating a long-term vision for the UK business. Prior to this, she worked for Yum!, The Real Greek and Loch Fyne.

What attracted you to work in the HTL sector?

Ultimately, it's a people industry. People usually go out to eat with family and friends, so we're contributing to a fun experience. I enjoy talking to people, so top that with my huge passion for food meant that food service was the way forward for me! I was fortunate enough to go to restaurants with my parents as a child and that must have been where my passion to work in such a fun industry started. I started off studying hotel management at university while waitressing part-time at Pizza Hut. While working there I was scouted to do management training with them and decided to leave university to pursue it. Looking back, I think

QUICKFIRE

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Nick Jones, the founder and CEO of Soho House. They've brought a new level of attention to detail across the entire restaurant and hotel experience in a very cool way. They've moved with the times to ensure their guest experience is second-to-none. Though it's a high-end concept, I like that they've started to make their unique touch accessible to all budgets with Mollie's



Motel Diner. It's very clever, as it updates the roadside experience of previous establishments like Little Chef.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

A leader should talk and listen to both their customers and their teams. I've worked in organisations of vastly different sizes – from The Real Greek to Pizza Hut – but in all of them I've taken the time to work 'undercover' in real

the experience I gained taught me more about the industry than four years in education could have done. Since I started on the ground this has given me a huge insight to how the entire business works giving me empathy towards all levels. This has also helped me to tell my story and encourage others to develop themselves within the industry and shoot for the stars!

What do you hope the HTL industry will look like in 5 years?

Now is a challenging time, after the boom of casual dining in the 2000s. My concern is the disappearance of retail in the high street and the knock-on effect that has on our industry. I would like to see more strategies in place to encourage people back to the high street, as

we need a mix of shops as well as restaurants in our town centres. I hope technology continues to be used responsibly and in moderation: it's fantastic that we can dig deeper into our customer base to make brand interaction more tailored, but interaction with people in restaurants needs to remain part of the experience.

I ENJOY TALKING TO PEOPLE, SO TOP THAT WITH MY HUGE PASSION FOR FOOD MEANT THAT FOOD SERVICE WAS THE WAY FORWARD FOR ME!

Describe HTL in three words.

MAKING PEOPLE SMILE.

Heather Wood

Company IHG / Position SVP Group Financial Controller & Investor Relations



After graduating with a BSc in Geography from the University of Manchester, Heather began her career in professional services with KPMG. Shortly after, she became Head of Investor Relations at Kingfisher, before joining IHG 12 years ago. Since then, she has worked at VP and SVP level in the finance function.

What challenge have you learned the most from in your career?

A few years ago, we were making some changes within the Finance function at IHG - setting up a Centre of Excellence to provide analytics and decision support globally from one consolidated centre. During that process it became very clear that part of the centralisation was going to be extremely difficult to achieve, despite all the background work done to assess the feasibility. We needed to change course, admit mistakes and find alternative options. This involved some difficult conversations with colleagues who we had previously given notice to, for example asking

them to stay longer. When we reflected back on the experience, we learnt that we could certainly have managed this better. I personally learnt a huge amount: dealing with the emotional side of organisational changes; being ready to admit mistakes on a timely basis and taking decisive action; the importance of open and honest communications; and the importance of being visible as a leader through the tough times.

What advice would you give to the next generation of women entering your sector?

There was a point earlier in my career when I was about six months pregnant and the perfect next role for me was coming available due to a resignation. I had convinced myself it was unfortunate timing and said "maybe next time". However, after talking things through with my support network outside the organisation, I built up the confidence to stick my hand up for the role. IHG was brilliant in working out a plan to make it possible for me to return from maternity leave into that role. There is a huge amount of research out there that women are more likely to self-select out of opportunities due to a perceived gap in their experience to do the role, or other hurdles. Please don't do that!

Describe hospitality in three words

**GROWTH,
WELCOMING, FAMILY.**

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

There is a brilliant book called *Sink, Float or Swim* that explores the content of the course in more detail, covering mindset, nutrition and movement.



As I have recently stepped up into a broader leadership role, it has been a fantastic resource to dip back into when I have felt the balance tipping or started to feel like I may be sinking rather than swimming! I've found the tools around mindset shift the most useful - avoiding low performance self-talk and using visualisation techniques.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

It was actually something I came across in a weekly newspaper my son receives. There is an animal, called a tardigrade, that can survive in outer space as well as on earth. My son and I had a really interesting discussion on the back of it about the importance of adaptability and resilience - something that is important for all of us as women in hospitality.

WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

My top five are as follows, and for the avoidance of doubt, I strive for these but in no way suggest I have them nailed!

1. Taking the long-term view, and the ability to inspire a team behind a vision.
2. Clarity and decisiveness: setting a clear direction and making timely decisions.
3. Knowing when to be there: giving the team space to learn, grow and flourish, but being there at the right times when they need support.
4. Empathy: the ability to put yourself in someone else's shoes and see things from different angles.
5. Finally, above all, helping to build a culture and an environment where people can be themselves and be at their best, is key. I bring a lot of myself to work, but respect those who prefer to be more private. I enjoy some good banter but recognise where others may not. It is so important to support a safe environment where everyone can be themselves and know their voice will be heard.

Emma Woods

Company **wagamama** / Position **CEO**

Describe HTL in three words.
FAST, FUN and FRIENDLY.



QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

Onward by Howard Schultz, the founder of Starbucks. It describes how he stepped down but went back into the company as CEO when the business was struggling. As part of his efforts to inspire his workforce, he took a group to New Orleans to aid clean-up efforts after Hurricane Katrina. You really see the power of someone who holds a sense of purpose behind their business and tries to diffuse that across the team. The fact that Starbucks is one



of the few brands that has been around for many years globally is a testament to the leadership he provided.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

I'm been fortunate to have worked recently with three brilliant women: Jane Holbrook and Debbie Hewitt at wagamama, and Penny Hughes at The Gym Group. After many years working for charismatic men, the combination of all three has stuck with me as they exemplify that there are different ways to lead and they are all authentic. I also

admire Ann Elliott, who has spent the last fifteen years championing women in the sector by bringing us together at conferences and congratulating us when we achieve something special. She is a cheerleader for women in food and drink, because it's something she truly believes in.



WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Vision, drive, conscientiousness, authenticity and the ability to pull teams together. A good leader recognises that businesses should exist for a purpose, not just for profit.

Emma studied Experimental Psychology at Oxford University before joining Unilever, where she held a number of marketing roles. She joined PizzaExpress in 2008 as Marketing Director, before becoming Group Marketing and Digital Director at Merlin. In addition to her current CEO role at wagamama, she is a Non-Executive Director at The Gym Group.



What attracted you to work in the HTL sector?

During my time at Unilever, my family would go to Pizza Express every Friday, but when I got a call asking if I was interested in being their Marketing Director, I said no. When I reflected upon what I would want to do to develop a dining experience that was playing such an important part in my family's life, I suddenly realised how much I had to say about the space. I had no idea I was even going to consider hospitality, let alone fall in love. I am very interested in nutrition, so it feels like a privilege to shape what people eat in the context of important family moments at wagamama.

What do you hope the HTL industry will look like in 5 years?

I hope that bright students will still consider their options and say, "I can have an interesting career in this sector". Historically, you could go into larger businesses to get good training and I hope the bigger companies can continue to develop that reputation. I'm starting to go into sixth forms to open students' eyes to the world of work and how interesting hospitality is. It's a small step, but my hope is that as a collective industry we can make bright young people feel like this is an exciting place to work.

Meeta Zakharia

Company McDonald's / Position UK HR Manager



Meeta joined McDonald's in 2011 and has since held a number of HR roles, including across employer reputation and engagement, talent and inclusion. Prior to joining McDonald's, she worked as a Paralegal. Meeta also holds a BA in Economics from Kingston University.

What do you find most rewarding in your job?

I am in awe of the scale of our business and the impact that we are able to make to over 129,000 employees everyday! For many, McDonald's is the first experience of the world of work and we have the ability to change lives and give the opportunity to develop lifelong skills to our people. My role as HR Manager for the UK is

so varied and stimulating. As a business, we are evolving at pace and I enjoy supporting our Franchisees on that path of change.

What challenge have you learned the most from in your career?

I have been fortunate to benefit from many secondment opportunities in my career, each of which brought fresh challenges. Implementing a new talent software platform to help drive transparency and build career planning was a challenge, as it required cross functional collaboration and a large change management approach. I learnt the importance of articulating the 'why' and having ambassadors across the business who will champion your intent and clear the path to help adoption of a new platform.

What advice would you give to the next generation of women entering your sector?

Be brave, be curious and be a leader, even in junior roles where you may lack positional power.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

The HR Change Toolkit by Lucy Adams.



WHAT QUALITIES ARE THE MOST VALUABLE IN A LEADER?

Authenticity, someone who doesn't take themselves too seriously and a good balance between being a visionary and also able to drive functional change.

WHO IS YOUR ROLE MODEL WITHIN THIS INDUSTRY?

Harriet Hounsell, outgoing Chief People Officer at McDonald's.



Describe HTL in three words.

CUSTOMER, CUSTOMER, CUSTOMER!

Zia Zareem-Slade

Company Fortnum & Mason / Position Customer Experience Director



Before joining Fortnum & Mason, Zia worked in consulting at EMC, and was also Head of Online at Selfridges. She was shortlisted under Walpole's 50 Most Influential People in British Luxury and Code Hospitality's 100 Most Influential Women in Hospitality. She completed her degree in the US, at the University of North Carolina at Chapel Hill.

What interests you about the restaurant and hospitality sector?

I'm deeply interested in how brands (of any industry) make people feel. I love that Fortnum & Mason has a unique ability to create memories and connect with people. It manifests in many ways, whether that's a product like our Hampers, or in terms of an experience such as Afternoon Tea or enjoying an outstanding table side flambé as part of your dining experience.

I can't count the number of times that someone has told me they still remember their first trip to Fortnum's. That nostalgia of tucking into tea and a Knickerbocker Glory sticks forever – that's powerful brand building. Hospitality and being hospitable is such a core part of our DNA; fundamental to the experience we deliver at Fortnum's. Be it shopping in the confectionery department, enjoying fresh pasta from the food hall or having an amazing dinner in one of our restaurants or bars, it's the experience that we offer that keeps people coming through our doors.

What benefits do you think a more diverse workforce bring to hospitality?

Really, we should all be focused on finding brilliant people to do extraordinary things for the brand, in doing that, we're fortunate enough that the natural outcome is a diverse workforce. Our chairman is female, and our executive board is 4:3 in terms of gender and we have over sixty nationalities represented. I'm extremely proud that diversity in our company is the genuine outcome of finding the best people for the job. The benefits of a diverse workforce are endless. Not only does it make the company a more interesting place to work but different and new perspectives encourage greater quality of thought, creativity and problem solving.

Describe your business in three words.

JOYFUL, BOLD and EXTRAORDINARY.

QUICKFIRE

WHO IS YOUR ROLE MODEL WITHIN THE WIDER CONSUMER INDUSTRY?

My remit at Fortnum's is so varied so there are a lot of people who I admire but Paula Fitzherbert has to be up there for me. Brilliant, creative, kind and generous - she's very special. From a restaurant perspective, I continue to learn the most from my colleague Simon Thompson. He is our Director of Retail and Hospitality and it's great working alongside him.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I've been reading a pre-release of

The Whole Fish Cookbook by an Australian chef called Josh Niland. He is obsessed with treating fish with the same reverence as meat – nose to tail, sourcing, butchery, dry-aging and curing. He will totally transform what we think about and how we eat fish.

What do you think the industry will look like in 5 years?

I think HTL is going through a great moment because people are moving away from conspicuous consumption and realising that owning more "stuff" is not what makes them happy or what is good for the planet. More people are opting for experiences, knowledge and time with

the people they love. As much as we spend a lot of our time glued to our phones and emails, there is no doubt that everyone craves conviviality and the opportunity to break bread with each other. Demand for restaurants is still there, and the chance to enjoy great, well-sourced food in a beautifully presented environment that makes people feel at ease will never go away.



Baiba Ziga

Company **Carnival UK** / Position **Shore Resourcing Consultant**



FOCUSING ON THE LITTLE, EVERYDAY THINGS HAS BEEN SOMETHING NEW AND REWARDING.

Describe HTL in three words.

SCRATCHING THE SURFACE.

In her current role, Baiba sources talent from across the industry and has worked with brands such as P&O Cruises, Cunard and Princess. Prior to this, she worked for companies such as Wonder Women Tech Foundation, BNI Global and Enterprise Rent-a-car. She also holds a BSc in Management in Entrepreneurship.

What do you find most rewarding in your job?

Since I joined the company just over a year ago, I've been a key player in making some important changes to the candidate and employee journey with us. I've found Carnival UK to be very receptive to change, and that is also important to me. It has been very rewarding seeing the fantastic progress we've made from a diversity, inclusion and belonging perspective. Of course, there is still more work to do, but it has been great to play a part in this vision and contribute to bringing everyone on the same journey.

How are you encouraging more women into the industry?

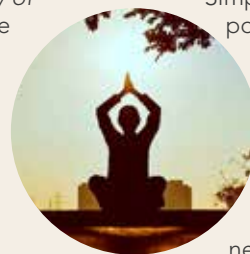
We go into local schools and universities to educate students on opportunities in the HTL sector. We especially try to encourage younger girls interested in STEM subjects to continue down that path into higher education. We also work with local and national charities to help young people from disadvantaged backgrounds find confidence to aspire higher.

Internally, we have been working hard on refreshing our flexible working policy. I strongly believe that D&I cannot be a recruitment initiative; everyone needs to take accountability in building the future talent pipeline. When we recruit, we look beyond the hard skills and qualifications, and are more concerned with aptitude, behaviours and values. We always try keep our opportunities open to everyone.

QUICKFIRE

WHAT BOOK HAS INFLUENCED YOU THE MOST?

I read *Lean In* by Sheryl Sandberg probably five years ago, however it still one of my most eye opening reads. It inspired me to find my voice, work hard and not to be afraid to claim that seat at the table. More recently, I read *The Joy of Work* by Bruce Daisley which was a great reminder of the importance of loving your work.



WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

Lately, I have been indulged in some yoga and mind-mastery studies. One of the key take-aways for me has been mastering selflessness through offering help without expecting anything back. Simply collecting "brownie points" and expecting to "cash them in" one day creates disappointment rather than joyous moments along the way. Focusing on the little, everyday things has been something new and rewarding.



Elina Zois

Company **Marriott International** / Position **Director, Loyalty Marketing and CRM Europe**



Elina began her career at Epicor Software as a senior consultant. Since then, she has driven customer relationship management and loyalty programmes in several roles, working for clients such as Burberry, Footlocker and Sketchers. Following this, Elina became director of Loyalty Marketing and CRM with Marriott International Inc. She holds an MBA in Strategy and Leadership.

What do you find most rewarding in your job?

Being part of a family within Marriott that wants to innovate and be at the forefront of the changes happening in the industry. That creates an environment of huge optimism and creativity, allowing you to do things in a different way from before. Within my role, I handle a lot of great partnerships, both within the travel sector and the sports and lifestyle spaces. This adds nuances to my role, which really excites me.

QUICKFIRE



WHO IS YOUR ROLE MODEL WITHIN THE INDUSTRY?

My previous boss, now VP Sales and Distribution at Marriott, was a big role model for me as he has such a big heart. He had the innate ability to interact with people and make them feel at ease, speaking to them as a friend even if they'd just met. He fosters those connections very quickly but is always genuine in doing so. This comes into play in his management style, where he puts his team at the forefront. It goes without saying that he's results-driven, but he equally focuses on nurturing his team.

Vision is also quality that's inspirational to me, as well as the ability to execute it. I've seen that in two of my bosses: Amy McPherson, who was Group President of Europe, and our current CEO Arne Sorenson.

What do you hope the hospitality industry will look like in 5 years?

I think the industry will be more consolidated. I see a trend already within our company, and in other competitors. Hospitality companies and hotels are leading the way for other travel businesses. With that in mind, we'll

Amy knew the fine details but never deviated from carrying out her vision. She quadrupled our European rooms in five years as a result. Every milestone seemed out of reach, but she pushed the team to make it happen. With Arne, though you might not completely understand his vision at the beginning, he steers the ship strongly in a direction that creates internal excitement. This abundance of opportunities is the professional environment everyone dreams of.

WHAT'S THE MOST INTERESTING THING YOU'VE SEEN OR HEARD RECENTLY?

I'm very interested in start-up culture and entrepreneurship. We see so many start-ups being founded not only by recent graduates, but also younger

and older people. I even read an article about a sixteen-year-old who started their own company. I find this trend so interesting as I don't know where it will lead us in twenty years' time. I'm not sure these entrepreneurs are building their companies with a planned exit strategy as they have in the past:



they are passionate, focused and want to continue growing. This shift has certainly disrupted the travel industry. Away Luggage, for example, was started by two women and has made a significant market impact in just four years. These women are taking over the world with the backing of investors, while other companies follow suit to make a real dent in the traditional manufacturers. The innovation comes from a unique mix of product and marketing, and I'm excited to see where that leads.

see vast differences in airlines as they follow suit to move away from the old-fashioned systems blocking their innovation. I also think we'll see more up-to-date products and a more elevated personalised service. I hope to see us move towards a frictionless experience, with faster and easier websites,

and a smoother check-in process. Even though hotels are striving for that ideal, we certainly haven't achieved it yet; but I can see a foundation across all hotel companies to get there as quickly as possible.

Describe hospitality in three words.

ENERGETIC, INNOVATIVE, CHANGING.

About WiH2020

WiH2020 is the most influential collaboration platform of leaders across the Hospitality, Travel and Leisure sector and is devoted to increasing women's representation and diversity as a whole in leadership positions across the HTL sector. We believe that through collaboration we can amplify the impact of individual diversity initiatives, together we can have a bigger, louder voice for the good of the industry.

For more information, please visit:
www.wih2020.com

About The MBS Group

For over 30 years, The MBS Group has been a leading sector-specialist executive search firm advising all consumer-facing industries, with a particular focus on the Hospitality, Travel and Leisure sectors. Clients consider us to be the partner of choice when searching for critical leadership roles that make a difference. We work at board level and on executive positions across all functions of strategic importance.

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