

MBS Intelligence

Maintaining momentum: the WiHTL and DiR Annual Report 2022

Featuring in-depth research from The MBS Group
and celebrating the WiHTL five-year anniversary



Contents

Introduction	5
Foreword	7
Executive summary	9
Diversity and inclusion in HTL and retail businesses	17
The positive impact of the WiHTL Collaboration Community	33
The positive impact of the DiR Collaboration Community	63
WiHTL & DiR: cross-sector collaboration	81
About Us	114

Introduction

We are living through a period of tumultuous and unprecedented change. Often there is a calm after the storm, but that does not appear to be the case. It is against a background of geopolitical and economic uncertainty and instability that leaders are called to overcome key challenges, amongst many others having to accommodate a fast changing workplace with a real talent shortage. We believe that these challenges only serve to reaffirm the importance of attracting diverse talent and creating an inclusive work environment.

Looking back over the past year, we have continued to listen and raise awareness, share experiences and practices, make change happen through collaborating with leaders across hospitality, travel, leisure and retail who value and support our vision to co-create solutions. Together with our growing Collaboration Community, we continue to make impressive strides in our quest to support organisations to create inclusive environments that work for all.

The WiHTL and DiR Collaboration Communities count 105 organisations and over 3.3 million employees globally. Our remit expands organically according to community demand, as highlighted by the launch of two new committees, the increase of our range of diverse talent leadership development programmes, and the broader impact on the wider DE&I spectrum as we strive to include all those from underrepresented sections of society.

Over this past year, we have produced 29 webinars (engaging with almost 3,000 delegates) and four podcasts on issues such as neurodiversity and LGBTQ; we have hosted a first-of-its-kind Employee Network Groups Conference; we have produced fireside chats, reports, toolkits and guides that span the whole range of diverse and inclusive topics; we have built cross-sector relationships between our two communities and we have launched a brand new platform – The Hub – to give our members live access to all our amazing content and resource as well as the possibility to interact with colleagues from within the wider Community.

As we have reached our five-year anniversary since the inception of WiHTL, it is with pride and humility at all we have achieved since then, that we acknowledge that our Community, our reach and our impact have surpassed all original intentions.

In-person meetings have returned after two years of virtual sessions and we have enjoyed several fantastic occasions whereby those sharing similar DE&I journeys have been able to meet face-to-face. The ESL, and GFLP Graduation ceremonies brought together programme delegates who had spent months sharing experiences ‘digitally’ and had the opportunity to network and share their experiences in person. The Women to Watch and the Roles Models for Inclusion in Retail events were animated through inspirational speakers celebrating the passion and commitment of all those nominated. It has been inspiring to meet so many extraordinary people.

The passionate – and deeply touching – comments from those who have participated in our leadership programmes give us the affirmation that what we are working towards is absolutely fundamental to creating positive change and meaningful impact across our sectors. Giving people from diverse backgrounds the confidence to ‘just being me’, ask for a promotion, realise that there is no limit to how far one can go as well as equipping line managers with the tools and belief to progress on their personal journey to being inclusive leaders remain firmly at the heart of the work we do.

The 2021/22 Annual Report highlights the myriad ways in which collectively and individually the members of our Collaboration Community have been advancing the D&I agenda over the past 12 months. In addition to case studies and nuggets of wisdom from Founding Members and Leading Inclusive Employers, the Report highlights the evolution of diverse representation across the industry and shares some key results of our Employee Voice Survey. As an industry, we have made significant progress, but we must maintain momentum and commitment. We have to continue to take action, stepping outside of our comfort zone, and leveraging the power of working together towards sustainable and impactful change. More than ever attracting, retaining and investing in diverse talent is not a priority, but an absolute necessity.

I would like to thank Elliott Goldstein, Managing Partner at The MBS Group and his fantastic team for working with us to produce this report and their ongoing support on a number of our initiatives. I would like to thank all the members of the WiHTL and DiR Communities for their unwavering commitment to our mission. And finally, I would like to thank the amazing WiHTL and DiR Team for all they do for the Collaboration Community with passion, innovation and dedication.



Tea Colaianni
Founder and Chair
WiHTL and Diversity in Retail

Foreword

It is hard to believe that it has been almost five years since we started our journey with the inspirational Tea Colaianni and her team at WiHTL to support the hospitality, travel and leisure industry to become more diverse and inclusive. We applaud WiHTL, and more recently the DiR Collaboration Community within retail, for their incredible leadership in driving meaningful change within our industries.

For businesses in HTL and retail, the commercial imperatives for driving D&I are clear. More diverse and inclusive businesses only make us stronger, more resilient, and more creative as we embark into a new period of economic uncertainty.

WiHTL's collaboration platform ensures that individual companies can come together to design, implement and develop best practice. At MBS, we are proud to be able to utilise our resources and connections across HTL and retail to be able to create this report – holding up a mirror to the sectors, and to provide a benchmark for companies to measure their own progress. Now that we have data spanning four years, it is wonderful to be able to take stock not just of where we are today, but also to see the progress we have made, and to highlight the progress we have still to make.

I am thrilled that on almost all the key metrics we track, the overall trend is positive. As you will see in the report, the proportion of women at Board level has increased by more than 8% since we started collecting data. The WiHTL collaboration platform has grown; programmes have broadened; and reach through initiatives like Women to Watch have expanded. The impact is real.

If there is one datapoint I am most encouraged by, it's the progress on gender diversity at the direct reports level. In late 2020, our joint report, *Guarding Against Unintended Consequences*, found that the response to Covid – for example, furlough and redundancies – risked having a disproportionate impact on women.

Indeed, data from last year's Annual Report showed that gender diversity at this important leadership level had fallen back. But with renewed focus, it appears that this was fortunately a blip: the percentage of women at this level is now above pre-pandemic levels, boding well for executive committee appointments in the future.

That said, the data also illustrates starkly the challenges still ahead. If we project the rate of change from the last four years forward, we are still more than eleven years away from gender parity at the top leadership levels. This simply isn't fast enough, and we must all come together to accelerate progress.

This year, Tea and the team behind WiHTL have expanded their reach into the UK retail sector. Taking a broader view of how D&I looks today across these two predominantly multi-site industries, we are pleased to be able to share as part of this report D&I data from *Tracking Progress on diversity and inclusion in UK retail*, a recent report produced in partnership with the British Retail Consortium. Additionally, we have combined this with data from our research into adjacent consumer-facing industries, including consumer goods and grocery (in partnership with the IGD), beauty (with CEW UK & ScienceMagic) and fashion (with the British Fashion Council), to be able to paint a picture as to how our sectors benchmark against the adjacent consumer industries.

As ever, a huge thanks to Tea and her team, whose energy and drive continues to motivate us all. I am always struck by the determination of forward-looking leaders – who often have limited resources and a host of competing priorities – who prioritise D&I, and I thank each and every Chair, CEO and HRD who has taken time out of their busy diaries to give us the data and colour that allows us to produce this report.



Elliott Goldstein
Managing Partner
The MBS Group



Executive summary

This report is a publication in two parts, bringing together a detailed analysis of the state of diversity and inclusion (D&I) in the hospitality, travel, and leisure (HTL) and retail industries, and a comprehensive review of how WiHTL and DiR have supported their communities over the past year.

At a glance: how diverse and inclusive are HTL and retail businesses?

89%

HTL companies with a D&I strategy

91%

Retailers with a D&I strategy†

1 Multi-site operations businesses are taking D&I more seriously than ever

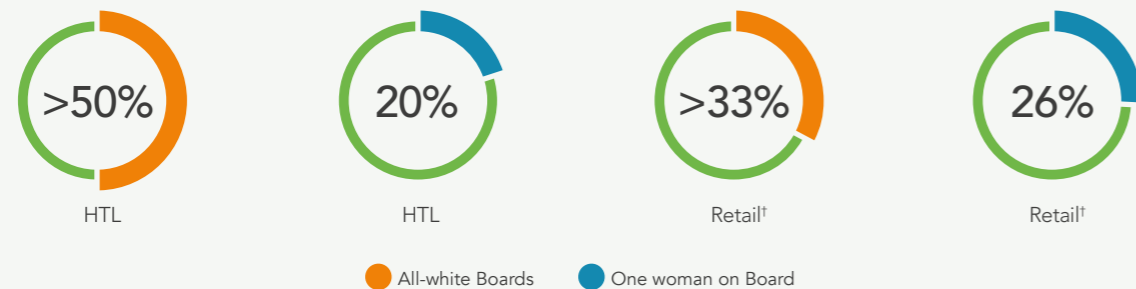
A large majority of businesses across the HTL and retail industries have joined-up, coordinated D&I strategies. Today, leaders recognise the many benefits of inclusive environments, and are investing in driving up representation. The introduction of mandatory ESG reporting for listed businesses (which requires companies to disclose D&I data) has significantly boosted engagement.

2 We're seeing steady progress on representation of minority groups

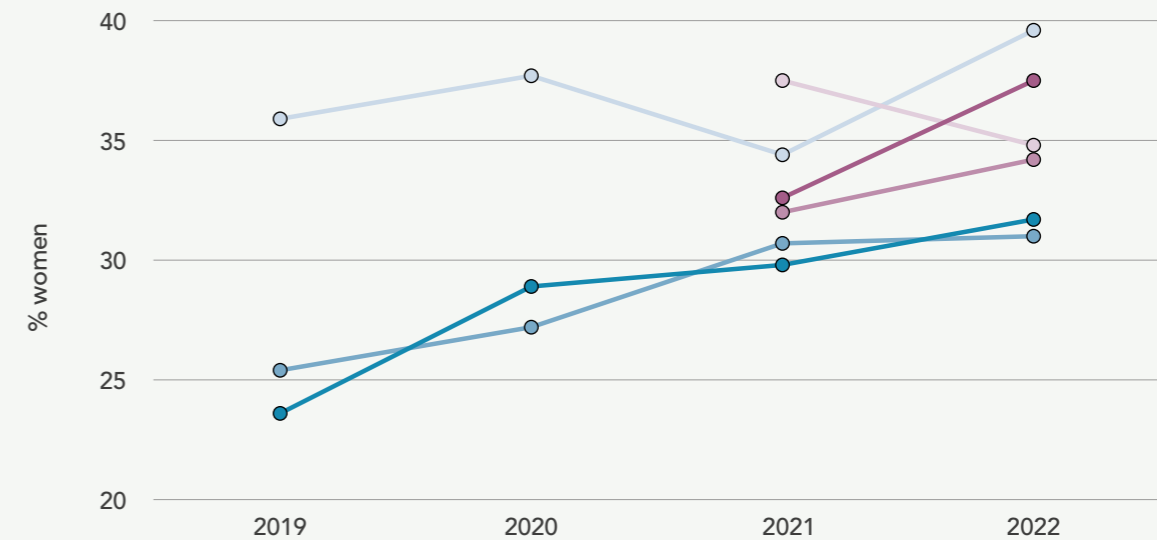
Promisingly, as the charts opposite show, leadership teams in HTL and retail are becoming gradually more diverse. Despite fears of regress from the impact of Covid-19 and furlough, the proportion of senior women and ethnic minority leaders continues to climb.

3 But leadership teams are far from reflecting the communities they serve

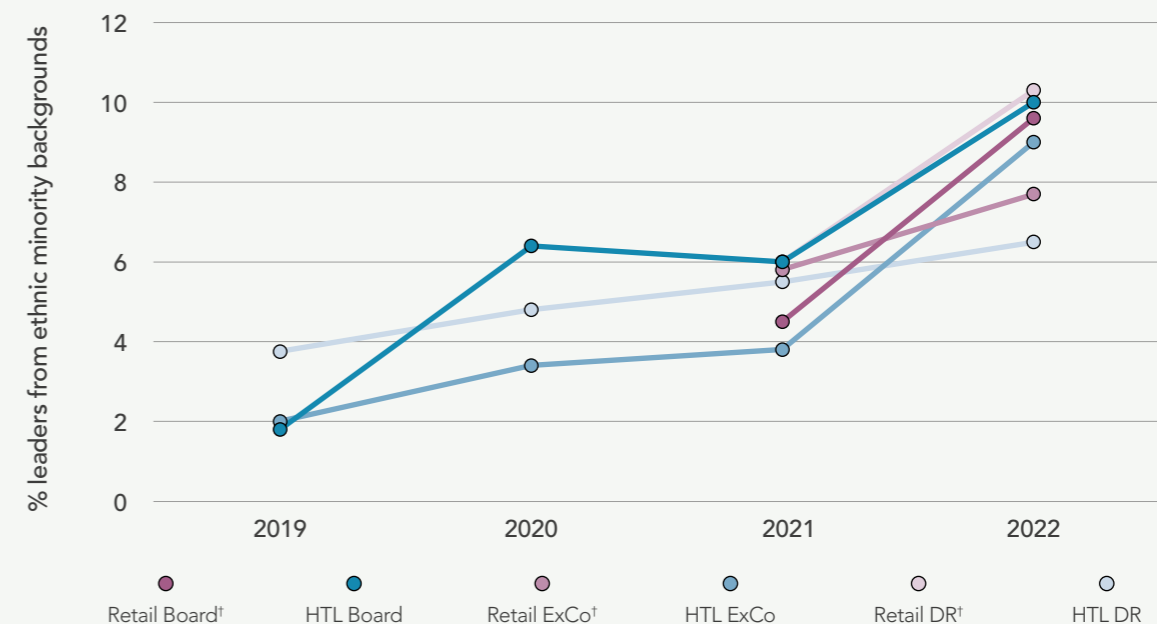
Progress on gender diversity is worryingly slow. At the current rate of progress in HTL, for example, it would take more than eleven years to reach gender parity across the top-three leadership levels. Moreover, there are still too many companies across both industries with zero ethnic minority representation. Targeted strategies are needed to lift underrepresented groups into the most senior levels.



There are more women in leadership roles – but progress is far too slow



Leadership teams are becoming steadily more ethnically diverse



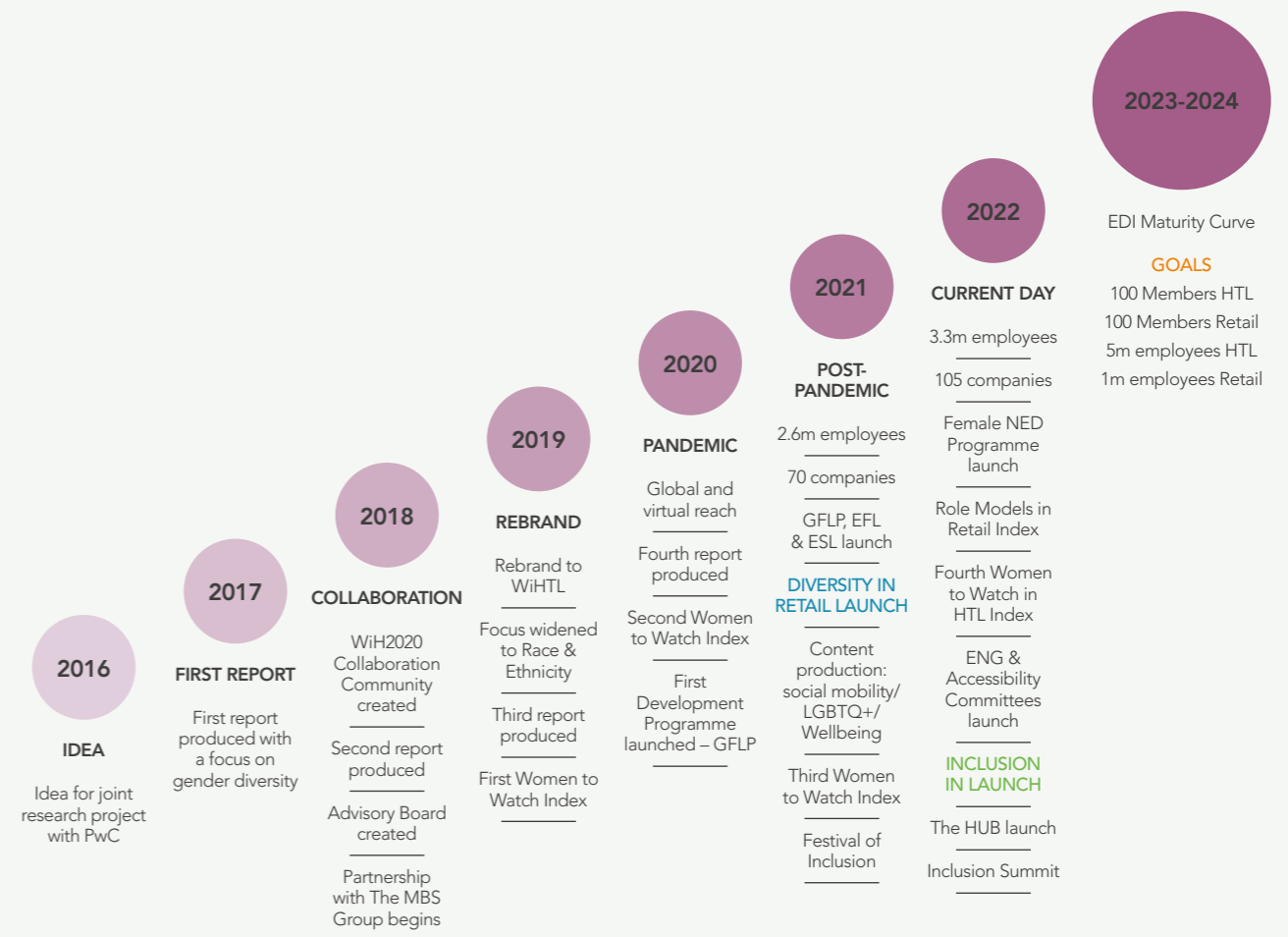
The WiHTL and DiR Collaboration Communities

WiHTL has grown from an initial idea to a 15-strong team

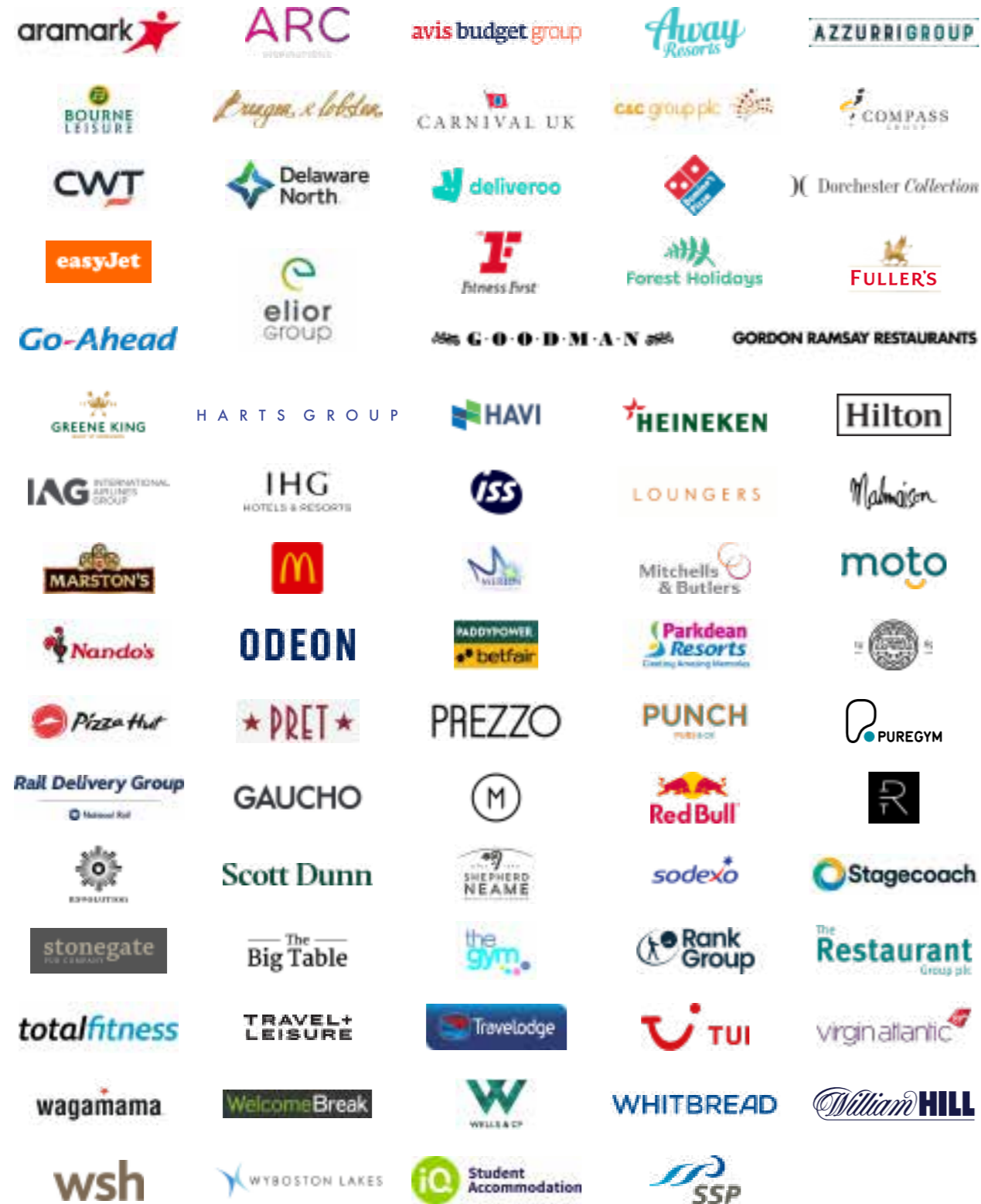
From the moment of conception in 2016 until now, what started as WiH2020 has metamorphosed from a 'one-woman band' to a 15-strong team dedicated to producing resources and support for our 100+ members across both HTL and retail. We have also had the pleasure of including two temporary members of the team through the 10,000 Black Interns initiative who have contributed enormously to our efforts. We thank Natalie French and Oluwakemi Olushola for their commitment and hard work in helping us to achieve our 2022 goals.

Our goal to reach and positively impact five million employees in HTL and one million employees in retail is clearly in our sights

The timeline shows clearly that the Covid-19 pandemic in 2020 did not hamper the intensity of our progress and thanks to digital conferencing, it was very much business as usual in producing virtual leadership development sessions and our inaugural Festival of Inclusion to which 1,200 people attended from all over the world. As we look to 2023 and onwards, our goal to reach and positively impact five million employees in HTL and one million in retail remains clearly in our sights, alongside which we aim to devise and implement new ways in which to support our communities and their DE&I ambitions.



The WiHTL Collaboration Community



The DiR Collaboration Community





Diversity and inclusion in HTL and retail businesses

This section analyses the diversity of businesses in HTL and retail, and looks at how companies are prioritising inclusion. Our analysis is based on research from The MBS Group, which draws on data captured from the 200 biggest companies in HTL, the 200 biggest companies in retail, plus conversations with Chairs, CEOs and HRDs in both industries.

Businesses are serious about diversity and inclusion

50%	76%	72%	74%
HTL companies which say D&I is a top-five priority	Retailers which say D&I is a top-five priority†	HTL companies in which CEO is most senior sponsor	Retailers in which CEO is most senior sponsor†

Multi-channel businesses understand the importance of diversity and inclusion

Across HTL and retail, the business case for D&I is understood. Companies know that diverse businesses produce better results, and are channelling investment and energy into creating more inclusive environments. A vast majority of HTL businesses we spoke to place D&I in their top-ten priorities, with half saying that it's top-five, and a fifth saying it's top-three. In retail, more than three-quarters of companies say that D&I is a top-five priority

Mandatory D&I reporting has increased engagement

Investors and owners are more engaged in D&I than ever, in large part thanks to the requirement for listed companies to disclose against targets on the representation of women and ethnic minority leaders. While some companies told us that they feel diversity is treated like a tick-box exercise by their investors – who are more concerned with the broader ESG agenda – many more commented that the increased pressure has driven sustainable change.

“This year, our investors really started talking to us about diversity. They're thinking about the ESG agenda, and asking us to provide information and data on diversity in our business.”

Strategies are led from the top

Around three-quarters of HTL companies and three-quarters of retail companies say their CEO is the most senior sponsor of D&I. This marks significant progress from the past two years: fewer than half (41%) of CEOs were sponsoring D&I initiatives in HTL in 2020. Today, many businesses have employee network groups in place for each 'lens' of D&I, with executive leaders heading up each group.

“I haven't been in a Board meeting when it's not been discussed, either formally on the agenda, or informally as part of the talent update.”

Where do you prioritise D&I?



However, workforce fatigue is setting in

As D&I becomes discussed more often, some businesses are sensing fatigue among their staff to discuss and engage in the topic of D&I. One business told us that they had a lower response rate to their engagement survey in June 2022 than they had in November 2021.

“We started with passion and interest and we're worried that's waned.”

The challenging commercial landscape may have a negative impact on D&I

All businesses – but especially those in HTL and retail – face serious challenges related to inflationary pressures and the cost-of-living crisis. Against this backdrop, companies must not be tempted to slash D&I budgets, but to recognise D&I as part of the solution to difficult market conditions.

“Now it's just working out how we make space for D&I. Given all the urgent things that need doing, it's going to be a stretch.”

Methodology

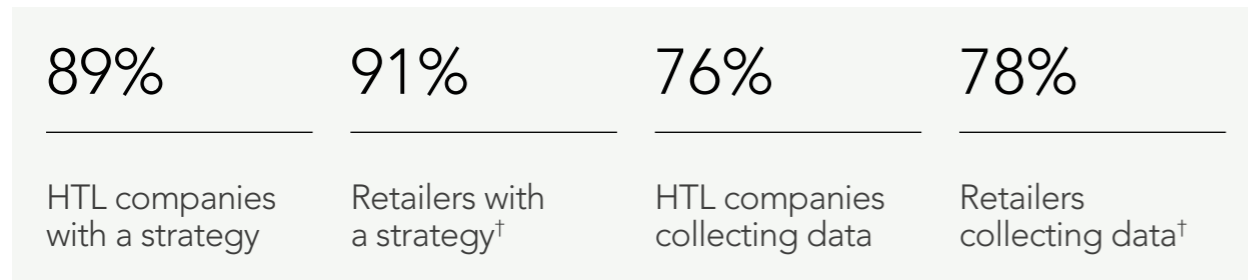
Our analysis in this chapter is based on the research from The MBS Group, which draws on data captured from the 200 biggest companies in HTL, the 200 biggest companies in retail, plus conversations with Chairs, CEOs and HRDs in both industries.

The research into the retail industry was originally published in July 2022, in an MBS report produced in partnership with the British Retail Consortium: [Tracking progress on diversity and inclusion in UK retail](#). Anything marked with this symbol † is taken from research produced in partnership with BRC.

We also draw on research from reports into other adjacent consumer sectors, including consumer goods and grocery (in partnership with the IGD), in beauty (with CEW UK & ScienceMagic) and in fashion (with the British Fashion Council).



D&I strategies are better, and they're more widespread



Proportion of businesses with a co-ordinated D&I strategy



Most multi-operations businesses have joined-up D&I strategies in place

Across HTL and retail, the majority of businesses have joined-up D&I strategies in place, which are underpinned by budget, and supported by the Board. In HTL, 89% of businesses have a strategy in place, a 5% increase from last year. In retail, 91% of businesses have a strategy in place, compared with 89% last year.

D&I strategies are broadening

Strategies are becoming more broad-based. Over the past year, topics such as age, disability, menopause, and transgender rights have moved up the agenda.

Data collection has improved significantly from last year

Across multi-site operations businesses, data collection efforts have developed in the past twelve months. A majority (76% in HTL, 78% in retail) of companies collect data on the diversity of their business. Almost all companies in HTL and retail told us that data gathering programmes have improved in the past twelve months, and that their staff are more comfortable disclosing personal information. Compared with last year, more businesses are collecting data on ethnicity, disability, sexual orientation, caring responsibilities and mental health.

² *Inclusion and Diversity in Consumer Goods and Grocery*, produced by The MBS Group and IGD

³ *Diversity, Equity and Inclusion in the Beauty Sector*, produced by The MBS Group and CEW

⁴ *Diversity and Inclusion in the Fashion Industry*, produced by The MBS Group and British Fashion Council

“We’ve got demographic questions that run across seven facets, so we can cut our data different ways. We know how certain populations feel, can analyse sentiment by age, by gender, or by ethnicity. It gives us the ability to understand our population in a much more granular detail than we’ve ever been able to before.”

But there are still significant challenges in gathering employee information

A third of companies in HTL, and a third of retailers, say the data they do have on their business is incomplete. This is especially true for international companies who must navigate international regulation on gathering employee information. Some businesses said that influencing system providers to build the tools to allow for data collection in the right way is an urgent priority. In HTL, only a quarter of businesses gather diversity data in the hiring process, for example.

Spotlight on: menopause

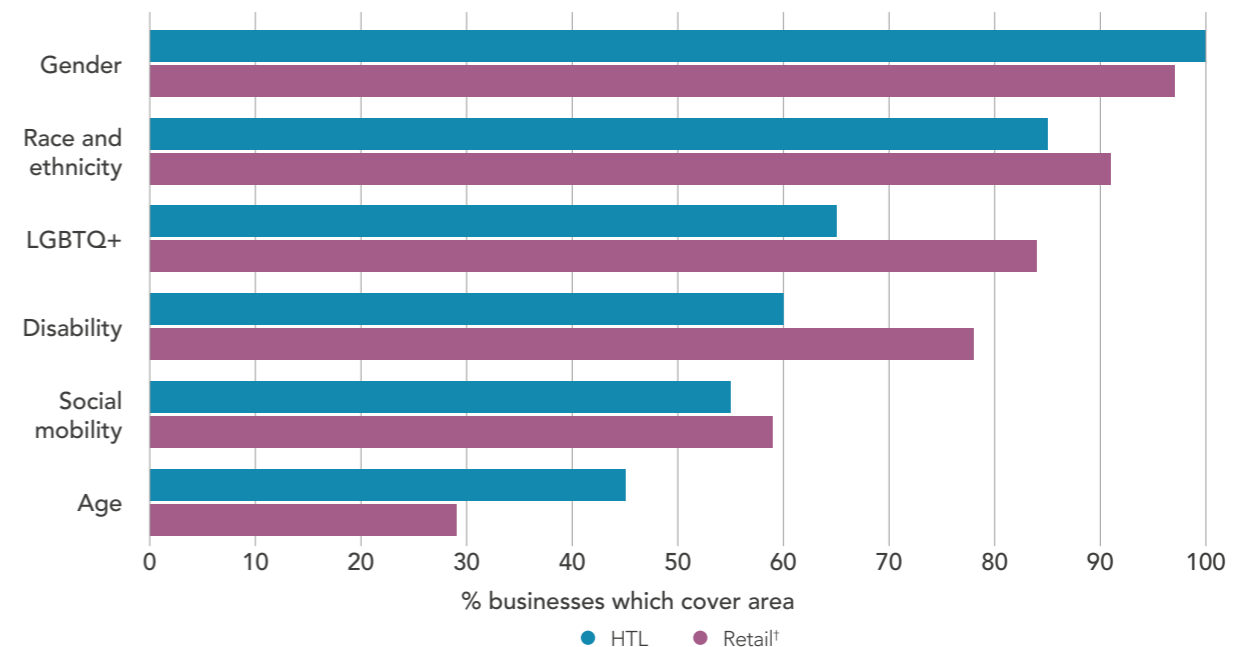
In the UK alone, more than 14 million workdays – representing £1.8bn – are lost to the economy every year as a direct result of menopause symptoms. But across healthcare, government legislation, workplace policy and the availability of consumer goods, the menopause has historically been overlooked.

Today, this is changing, with more and more businesses having open conversations about the impact of the menopause on colleagues. A majority (66%) of businesses in HTL said they are talking about menopause more frequently than they were last year.

These findings were borne out in WiHTL and DiR's whitepaper 'The Impact of Menopause at Work'.

Read more [here](#).

Areas covered by D&I strategy



Insights from the industry: successes and challenges on D&I

To bring together this research, The MBS Group spoke with more than a hundred Chairs, CEOs and HRDs from HTL and more than a hundred Chairs, CEOs and HRDs in retail

Our conversations revealed how D&I strategies have evolved over the past twelve months: strategies have broadened, data collection efforts have improved significantly, and policies are being owned by the most senior leaders in the sector. In this section, we outline some of the most successful initiatives, as well as the common challenges that businesses are facing.

Targeted approaches to gender diversity are working

The furthest-ahead businesses are putting in place strategic programmes designed at specific groups, such as women at middle management level, women in kitchen-based roles or women in technology and IT positions.

“We found that women are just less likely to put themselves up for promotion than men. So we partnered with an external coaching service, and we’ve put 2,000 women through the programme to date. Today, the rate of promotion for that group is four times higher than it was before.”

CEO, hotel group

Successful data collection programmes start with education

Today, employees are more comfortable disclosing personal information than they were four years ago. This is largely due to a greater understanding around the importance of data in driving D&I, and efforts from companies to demonstrate what they will do with the data when they receive it.

“We didn’t start with the data, but with education around inclusion. Then we introduced the data gathering and engagement surveys. We now have an 80% response rate for engagement surveys.”

HRD, specialist retailer

Employee resource groups are driving change

Across the HTL and retail industries, ERGs underpin some of the most successful D&I strategies. Many leaders told us that establishing employee-run networks is the first step when looking to expand into a new area of D&I, such as Disability. Many ERGs lead on engagement efforts, such as producing D&I newsletters and organising activity around events like Pride. The best ERGs are sponsored by an executive team member, and play an active role in shaping company policy by providing feedback and challenge.

Blind CVs work for some companies, but not for others

Removing details like name, gender and level of education has long been used as a tool to mitigate against bias in the hiring process. Some leaders told us that using software to facilitate blind hiring had been very successful, allowing companies to meet a broader pool of potential candidates. Others, however, told us that they had abandoned their blind hiring approach, commenting that colleagues found it frustrating.

Companies struggle to gather information on Disability and LGBTQ+

While data collection efforts have improved generally, businesses in HTL and retail still don’t have a full picture when it comes to Disability and LGBTQ+. Many leaders told us that they feel uncomfortable including questions around sexual orientation on engagement surveys, and that questions around Disability are frequently left blank.

“The question that was most frequently answered as ‘I would prefer not to say’ was the sexual orientation question.”

CEO, leisure company

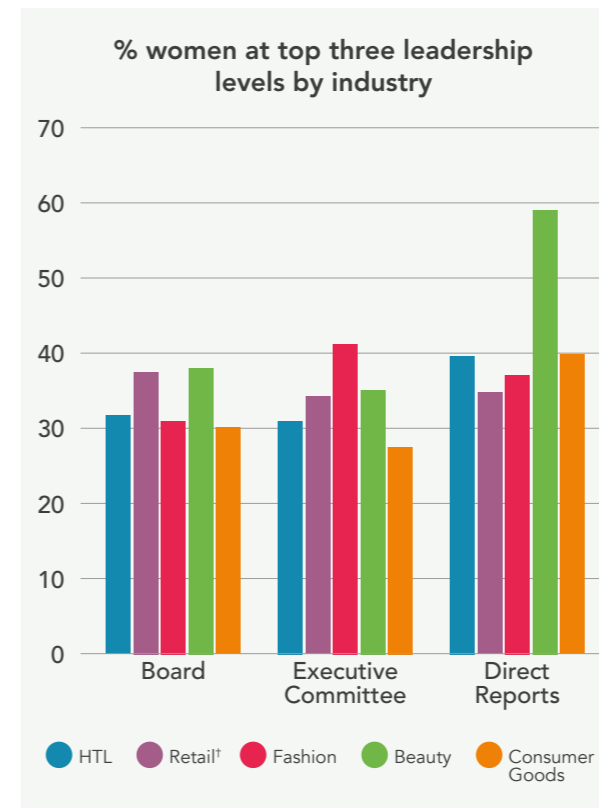
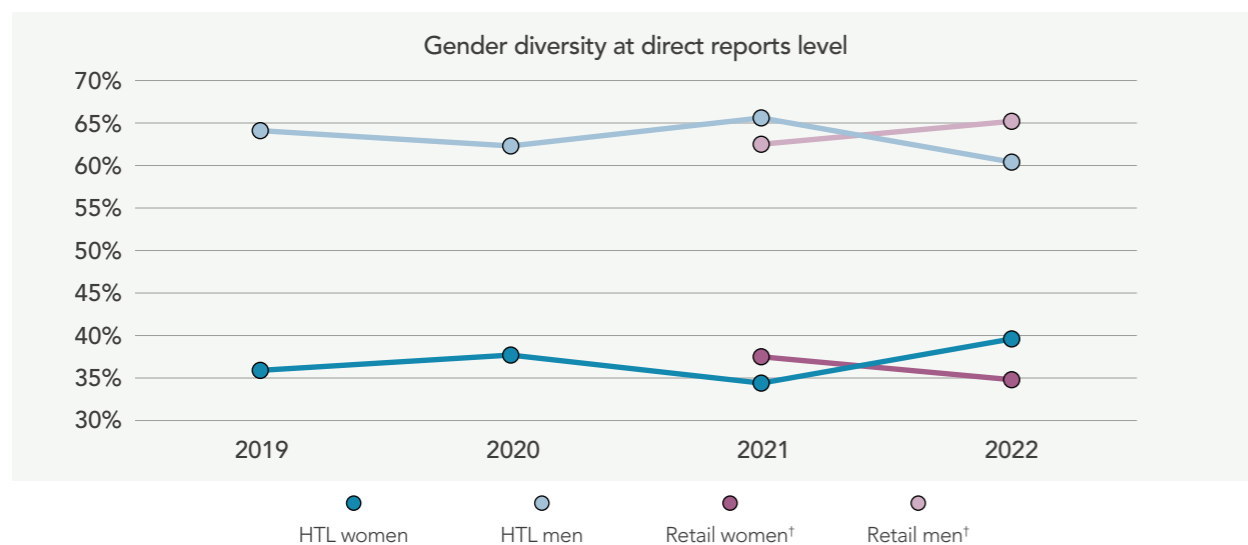
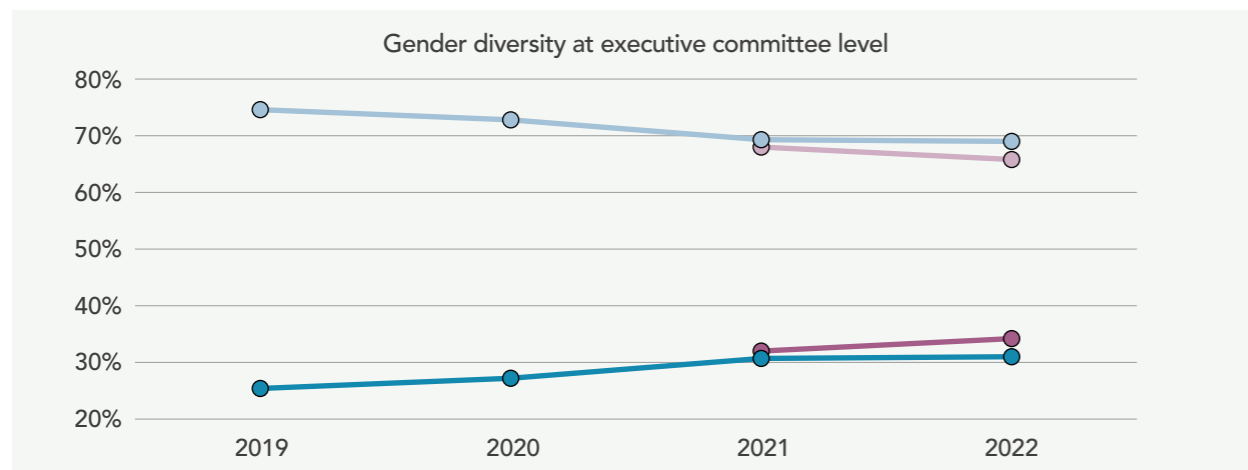
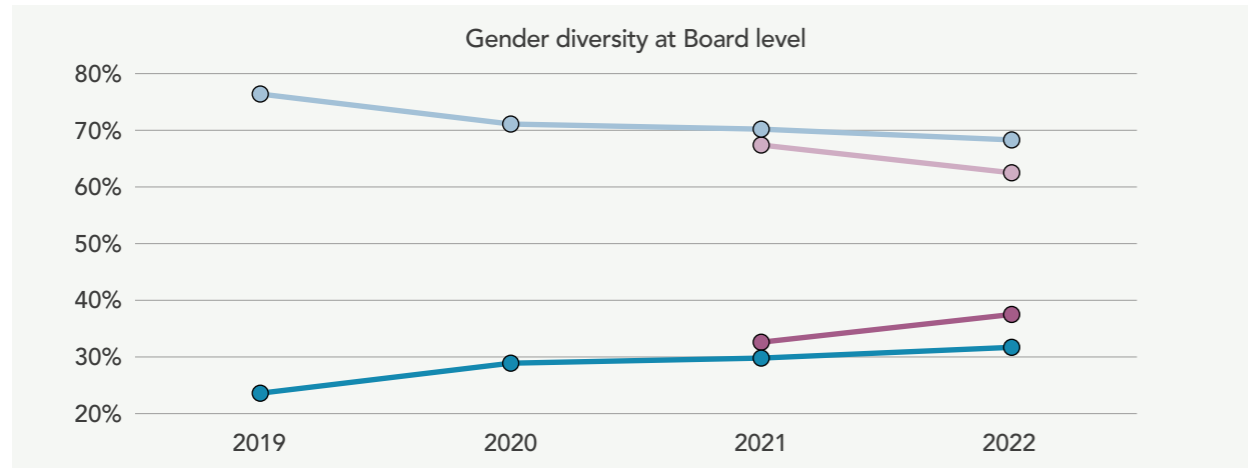
Some functions are more challenging than others

Some functions and areas of the HTL and retail industries require long-term approaches to bring in more diversity. Operations roles, for example, remain dominated by male leaders, largely because of the association with anti-social hours and significant travel requirements. While the pandemic went some way to change expectations, more work is needed to encourage women into these roles. Companies also told us that they struggle to bring women into the tech function – a challenge faced by the entire corporate sphere.

“We’re finding venue management really hard. The function has historically been more male-dominated, and if you’re not opening new sites rapidly, it’s hard to move the dial and bring more women in.”

CEO, cinema chain

Multi-site operations businesses are still far from gender parity at leadership level



At the current rate of progress in HTL, we will not reach gender parity for:

- More than seven years at Board level
- More than eleven years at executive committee level
- More than eight years at direct reports level

And today, there are still too many companies with one only woman on their Board:

20%
HTL

26%
Retail†

● One woman on Board

Despite fears of backwards steps, leadership teams are becoming gradually more gender balanced

The proportion of women in leadership roles in HTL companies has increased over the past four years, despite fears of regress from the impact of Covid-19 and furlough.

Almost all businesses across HTL and retail have strategies designed to develop and promote women into the most senior roles, and many are introducing inclusive policies around parental leave, returning to work, and menopause.

Most positively, the proportion of women at direct reports level in HTL has exceeded pre-pandemic levels, after dipping last year due to the disproportional impact of furlough and redundancies on women in the industry.

However, progress is far too slow

Most senior roles in HTL and retail are still held by men, and change isn't happening fast enough. In HTL, while the proportion of women at direct reports level has increased by more than 5% since 2021, it has increased only incrementally at Board and executive committee.

Our research into the retail sector shows that gender diversity has increased only marginally at Board and executive committee level, and shows a dip in women in direct reports roles.

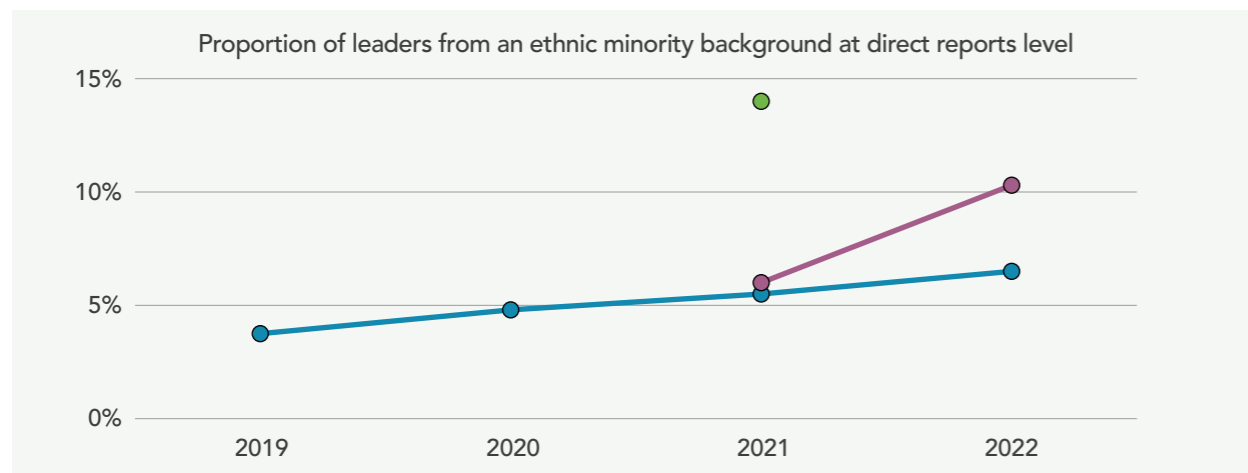
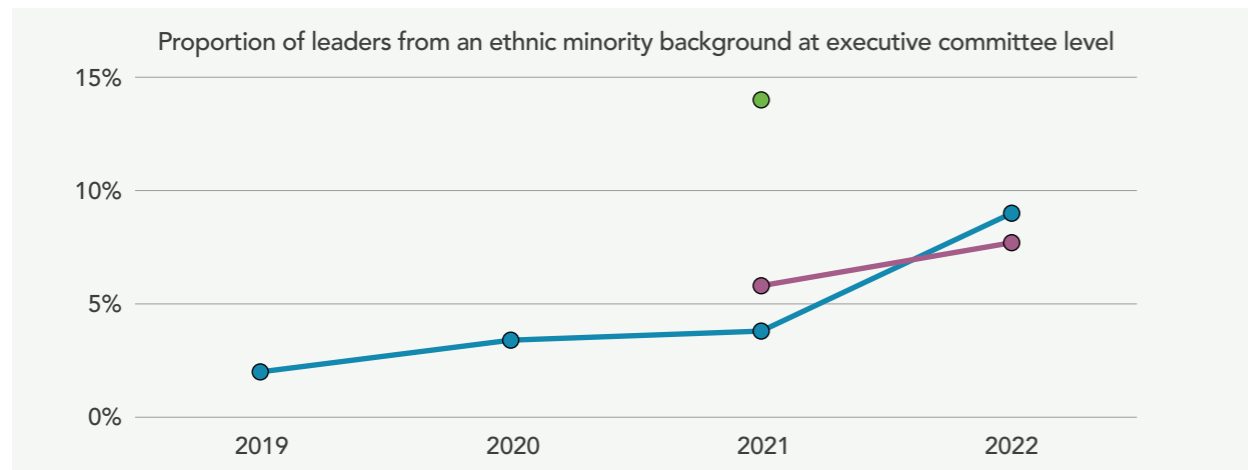
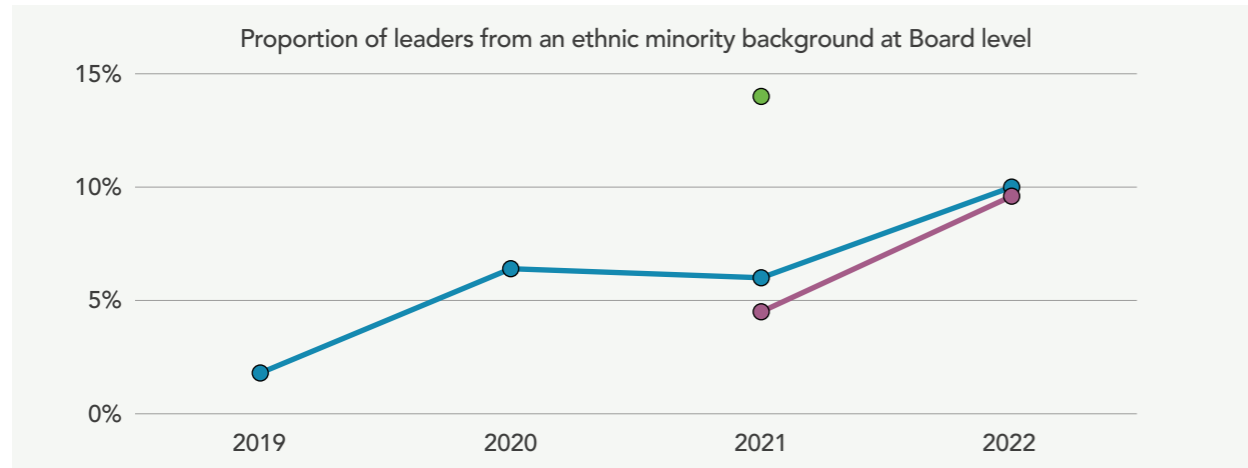
Functions like tech and operations remain particularly challenging

Despite some pockets of progress, many companies across HTL and retail told us that the tech, IT, and operations functions remain male-dominated. This has been the case since we began this research, and requires targeted and long-term action from businesses. Beyond these functions, HTL companies reported difficulty hiring women into maritime and kitchen-based roles.

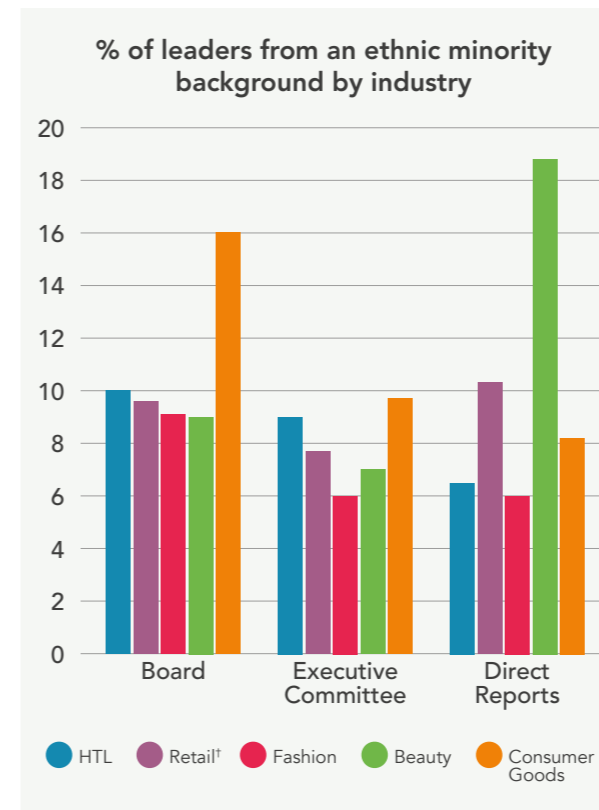
The best businesses have targeted development strategies

The furthest-ahead companies have strategies designed to support women through middle management and into the most senior roles, and initiatives to drive progress in traditionally male-dominated functions like IT and operations.

Leadership teams are becoming more ethnically diverse, but progress is not widespread



● HTL ● Retail† ● UK population

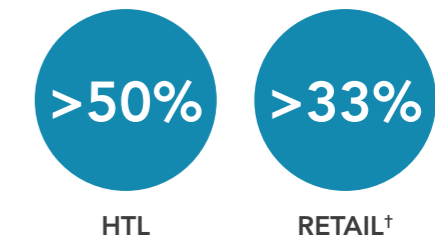


Progress on ethnic diversity is not widespread, and too many businesses still have all-white Boards and all-white executive committees

In HTL, more than half of companies have all-white Boards, and more than half have all-white executive committees. While this represents progress from last year, when around 80% of companies had no ethnic minority representation at either Board or executive committee, it is still far too high. In retail, this figure drops to around a third.

Through our conversations with leaders across HTL and retail, we also detected that momentum on driving up ethnic diversity is slowing. In 2020 and 2021, many companies across the consumer-facing sectors responded to the Black Lives Matter protests by investing in inclusion initiatives and putting policies in place to promote ethnic minority representation.

COMPANIES WITH ALL-WHITE BOARDS



Leadership teams are considerably more ethnically diverse than they were four years ago

In HTL, the proportion of leaders from ethnic minority groups has increased at all levels over the past few years. There has been particular progress at Board and executive committee level, which has risen by more than 8% at Board level and 7% at ExCo level since 2019. In the past year, there has been a significant jump at executive committee level, where 9% of leaders are from an ethnic minority background, compared with fewer than 4% last year.

Our research into the retail sector found that ethnic diversity has improved at all levels since last year. However, in both industries, we are far off reflecting the UK population, 14% of which is made up of those from an ethnic minority background (according to ONS data from 2021).

HTL and retail businesses are generally inclusive of their LGBTQ+ colleagues

65%	84%	48%	47%
HTL companies which include LGBTQ+ in their strategy	Retailers which include LGBTQ+ in their strategy†	HTL companies which have a LGBTQ+ leader in top-three leadership levels	Retailers which have a LGBTQ+ leader in top-three leadership levels†

Multi-site operations businesses are broadly inclusive of LGBTQ+ communities

Reflecting broader social progress, most companies in the HTL and retail industries are inclusive places for the LGBTQ+ community. Today, nearly half of HTL companies and half of retailers have at least one LGBTQ+ leader at a top-three leadership level. Most HTL and retail businesses consider LGBTQ+ inclusion in their strategies, with initiatives centred around awareness events like Pride and employee network groups.

Businesses don't have a complete picture on LGBTQ+ diversity

There is a lack of data on the sexual orientation of the workforce in HTL and retail, largely because of difficulties in collecting the information. Businesses should focus on creating inclusive environments, and fostering a workplace where colleagues feel comfortable disclosing their sexual orientation.

Some forward-thinking businesses are focusing on the trans and non-binary communities

The furthest ahead companies are launching inclusion initiatives like name badges and email signatures which display preferred pronouns, and providing education programmes for managers on how to effectively and sensitively manage trans and non-binary colleagues.

“There was one area of our engagement survey where we saw a dip in positivity of responses – and that was around our trans and non-binary colleagues. We could see there that the levels of engagement and the ability to be yourself at work dropped off a bit. We wanted to focus on this area anyway, but this gave us a really nice jumping-off platform to have more conversation around trans and nonbinary experiences.”

Disability diversity is rising up the agenda, but there is a real lack of visible senior role models

60%	78%	16%	15%
HTL companies which include Disability in their strategy	Retailers which include Disability in their strategy†	HTL companies which have a Disabled leader in top-three leadership levels	Retailers which have a Disabled leader in top-three leadership levels†

Momentum on Disability inclusion is increasing

In HTL, the proportion of businesses including Disability in their strategies has increased from 39% in 2021 to 60% in 2022. Retail businesses are further ahead, with 78% of companies including Disability in their strategies. In particular, many companies mentioned investing in education programmes for managers around hidden Disabilities and neurodiversity.

“Probably the most common complaint that bubbles up to me as a CEO is around hidden Disabilities.”

But strategies are underdeveloped, and the industries lack visible role models

Policies around Disability are in their early stages in HTL and retail. Many leaders told us that the topic is new on their agenda, and that they are still in a "learning and education" phase. Moreover, only 16% of HTL companies and 15% of retailers have a Disabled leader at a top-three leadership level.

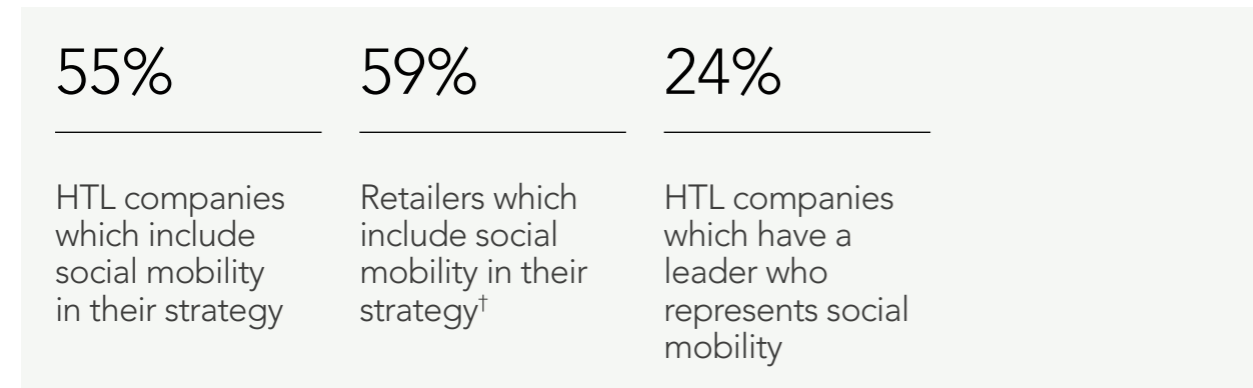
Lack of data is a significant barrier to progress

Data on Disability diversity remains incomplete. Many businesses don't ask survey questions on Disability, and those who do report a low response rate. As a result, most companies don't have a true picture of Disability within their organisation.

Key actions include:

- Creating an inclusive environment where Disabled people feel comfortable disclosing their Disability
- Committing to offering work from home options, which allows businesses to hire more Disabled people
- Championing Disabled role models and giving them a platform to speak openly about their experience
- Being proactive about offering accommodations and adjustments at every stage of the employee journey

Multi-site operations businesses are harnessing social mobility



In the past twelve months, businesses have formalised their approach to social mobility

In HTL, 55% of companies include social mobility in their strategy, compared with 45% last year. In retail, the proportion of businesses with a strategy including social mobility has climbed 39% in the past twelve months – with one retailer even changing the name of its D&I strategy to ‘social mobility, inclusion and belonging’.

Most HTL businesses and retailers say that social mobility is ‘baked in’ to their DNA

As industries with minimal requirements to entry, companies in HTL and retail have a unique opportunity to drive up social mobility in their communities.

Social mobility is recognised as a key driver of wholesale diversity

Social mobility is closely linked to greater diversity across all categories. In particular, social mobility can unlock ethnic diversity. As a result, some businesses are investing heavily in strategies and policies designed to promote social mobility.

Measuring social mobility remains a challenge

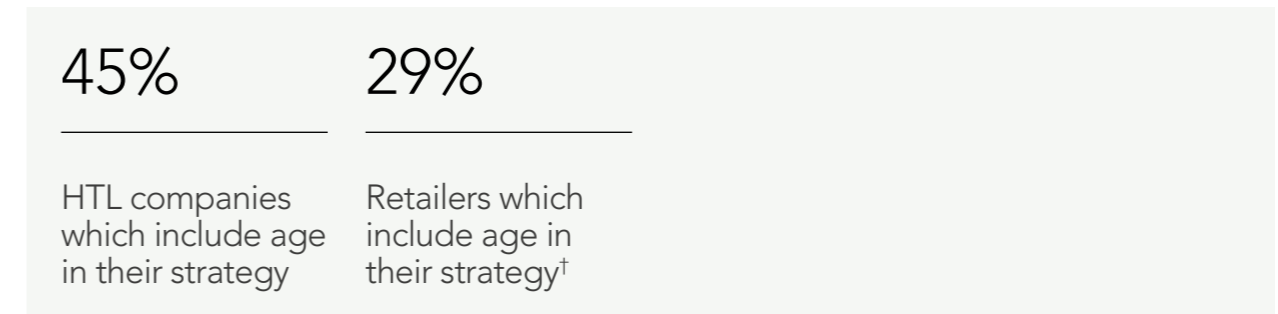
Across the industries, companies struggle to collect data on the socioeconomic status of their teams. Businesses most advanced in these areas are asking the following questions in engagement surveys:

- What type of school did you go to?
- Were you eligible for free school meals?
- What job did your parents do when you were 14?
- What level of education did you get to?

Key actions include:

- Partnerships with schools, colleges and charities
- Launching apprenticeship schemes
- Providing financial assistance where applicable (for example for aspiring area managers who need to drive but can’t afford driving lessons)

Age diversity is often overlooked



Age inclusivity is rising up the corporate agenda

In HTL, the proportion of businesses which include age in their D&I strategies has risen significantly since 2021, from 19% to 45%. In retail, only 29% of companies have age as a lens in their D&I strategy.

Few businesses have policies to focus on older workers

HTL and retail companies have a high proportion of young employees, so most age inclusion policies are aimed at young people. Few businesses have strategies to attract, retain and develop older workers.

Tackling ageism could be key to solving the labour shortage

A significant portion of the older employee base left the workforce in the wake of the pandemic. According to ONS data, one in four of furloughed people in the UK were over 55, and now businesses should focus on attracting this group back to work. Once they return, older people are also much less likely to move jobs than younger workers, making them more valuable from a retention standpoint.

Spotlight on: Fuller's over-50s campaign

The pub company recently launched a campaign to attract more over-50s into its workforce. Dawn Browne, people and talent director, said: "This is the first time we have specifically targeted this area of recruitment with a bespoke campaign [...] Around a third of the UK's workforce is over 50, and yet we only have around 10% within our 5,000 employees."



The positive impact of the WiHTL Collaboration Community

With the health crisis still not fully behind us, the effects of Covid-19, geopolitical instability and the cost of living crisis are still being firmly felt across the hospitality, travel and leisure sector. However, the evidence is clear from the extraordinary growth we have encountered in the past twelve months, that the conviction to maintain and sustain DE&I ambitions remains strong amongst our Collaboration Community, despite difficult times. WiHTL now supports 76 member organisations from across the sector representing a potential impact on 2.6 million employees. WiHTL members are also engaging more than ever before. Delegate numbers for our Global Female Leader and Ethnic Future Leader Programmes have doubled in the last 12 months, and we have added two new Collaboration Committees focusing on Employee Networks and Accessibility.

Q&As with WiHTL Founding Members

As we celebrate five years since WiHTL was launched, special recognition is deserved of eight member companies and their leaders who were there at the very beginning of our journey. The encouragement and support from Bourne Leisure, Compass Group, easyJet, Hilton, IHG, McDonald's, ODEON and Virgin Atlantic helped pave the way for WiHTL's success. We looked back to the early days and asked those involved why they became Founding Members, the impact WiHTL has had on their organisation, the proudest DE&I moment for their organisation, and what is topping their DE&I wish list for the future.



Paul Flaum
CEO, Bourne Leisure

What was your inspiration/motivation to become a Founding Member of WiHTL?

Any business leader wants to make sure they're doing the right thing for the right reasons in the hugely important arena of Inclusion and Diversity, but for me there's a very personal reason as well as a business reason. My Uncle Alec was a Holocaust survivor, and I have always felt that I can't tolerate living in society without trying to eliminate discrimination in every form and trying to ensure that inclusion is a given for everyone.

Being Jewish, my family and I have faced anti-semitism throughout my life and I know what it is like to feel excluded and discriminated against. It is so important to me that I lead a business where we create an environment and culture where all talent can flourish, whatever people's sex, gender, race, religion, individual backgrounds, and their own unique story.

WiHTL provides a collective platform where like-minded businesses and leaders can come together as an influential group and really make a difference. I was inspired by WiHTL's vision and wanted to play my part in making a real difference in both Bourne Leisure and across the whole industry.

What positive impacts has being a Founding Member of WiHTL had on your organisation?

As a positive vehicle for change, always challenging and pushing the boundaries to make our hospitality, travel and leisure sector a better place to work, we really value the support that WiHTL provides. From collaboration, networking, training and education, to helping empower and educate our team through great events, programmes, and celebrations, we are inspired by, and grateful for, the passion of the team.

We are proud to be part of this community with such a huge reach, with such an important mission.

What is on your DE&I wish list for the future?

There are so many areas where we want to grow and improve, and we are just at the start of this exciting journey with our team. But more than anything our wish has to be that every single one of our 19,500 team members feels confident to have curious and confident conversations about Inclusion and Diversity and that they can happily bring their true selves to work.

We must ensure that we create an environment which enables our team to learn, grow and belong together in a truly authentic way and provide the conditions for every one of our team members to flourish.



Dominic Blakemore
CEO, Compass Group

What was your inspiration/motivation to become a Founding Member of WiHTL?

Compass is a 'people' business, first and foremost. It has always been vital to our success to create an inclusive culture where everyone can thrive. This has been true as we've grown globally, when we've acquired businesses and also in our day-to-day operations.

WiHTL has connected us with other companies in the UK, to share insights and best practice. In an era when inequality and polarisation provide a challenging context for all our businesses, it is so important to maintain connections within and across our industry.

What have been the positive effects/impact that WiHTL has had on your organisation in terms of our initiatives and our Collaboration Community?

WiHTL brings like-minded businesses together to share ideas and insights and drive innovation. We want to make our industry the best and most inclusive so that we can create jobs for the future. Our UK team have benefitted from the networking that WiHTL offers and from bespoke career programmes like the series of sessions for high potential female leaders.

What is your/your organisation's proudest DE&I achievement?

Compass is a very large and decentralised organisation, and I am proud of the way our different country and sector teams have embraced DE&I in a way that is personal, localised and culturally relevant to them. An example of the high impact DE&I programmes which happen around the world at Compass are:

- Planète Chef in France which offers training for young people from disadvantaged backgrounds.
- The introduction of Compass UK's reverse mentoring programme.
- The pioneering work our Indian team have done to support their trans community and that our teams in Germany have introduced to tackle sexual harassment.

What is on your DE&I wish list for the future?

Our industry can make a huge difference to social mobility because we do not have educational barriers to entry, and we operate in such a variety of locations and environments.

At Compass, our ambition is to leverage our size and scale to create career opportunities for everyone – and diversity, equity and inclusion is at the heart of that agenda. As we move beyond the pandemic, I am also conscious of the pressing need to prioritise mental health and wellbeing, alongside physical safety, for colleagues across all our operations.



Patricia Page-Champion
SVP & Global Commercial Director, Hilton

What was your inspiration to become a Founding Member of WiHTL?

At Hilton, our commitment to not only welcome, but to embrace and celebrate diversity in the workplace continues to be our priority as an organisation and employer.

Being inclusive both from a gender and diversity perspective plays a fundamental role. Time and again, studies have shown the incredible value that women, for example, bring to the workplace. Working in what was traditionally a male-dominated industry and witnessing first-hand what our remarkable female Team Members are capable of, I felt compelled to drive meaningful conversations about the importance of empowering women in hospitality. This was not only my aspiration, but one that was, and continues to be shared, across the organisation.

In 2019, Hilton signed the Women in Hospitality 2020 charter in the UK – a ten-point plan which highlights our commitment to driving this agenda forwards. As part of this, I joined the WiHTL Advisory Board to make a difference across our industry. Together I believe we can and have made a difference as a collective to drive real change. It is on all of us to advocate for this.

What positive impact has WiHTL had on your organisation?

Being part of WiHTL has presented us with the unique opportunity to drive thought leadership on supporting women in the sector and find innovative solutions for improving gender diversity in hospitality. Be it through strategic events, such as the upcoming WiHTL & DiR Inclusion Summit, research, such as the WiHTL Annual Report, or by collaborating and networking with like-minded individuals and key decision makers within the industry.

What is your/your organisation's proudest DE&I achievement?

We continue to be recognised globally for our efforts to advocate and enable diversity across our organisation. Last year, we ranked #1 on Fortune's Best Workplaces for Women (in the US) and we continue to rank among the top 10 globally by Great Place to Work®, including in the UK and the Gulf Corporation Council (GCC). We were also ranked the #1 Top Company for Diversity in 2021, by Diversity Inc.

On a personal level, serving as the Hilton Leadership Group (HLG) Advocate for Hilton's Women's Team Member Resource Group (WTMRG), one of several resource groups created to support our diverse work communities, has been both a privilege and an honour.

The primary goal of our WTMRG is to foster a collective culture that supports the advancement of women through a network of engagement, empowerment and development which ensures every woman can thrive. Our Team Member-led support networks play a critical role in helping us build a truly inclusive culture and I am committed to a future where everyone can choose to challenge gender bias, to speak out against inequality, and to celebrate the achievements of the women around them.

Beyond these recognitions and initiatives, I would have to say our proudest achievement is in our Team Members, without whom none of this would have been possible. Every day, our Team Members champion our values, allowing them to inspire with everything they do, and this is what has made Hilton the celebrated employer it is today.



Keith Barr
CEO, IHG

What was your inspiration/motivation to become a Founding Member of WiHTL?

The work WiHTL does is essential for our industry. Their guidance, advocacy and passion continue to highlight the importance of a diverse talent pipeline. I am continually inspired by the conversations I hear and the actions I see being taken to deliver on WiHTL's important ambition: a commitment to support companies across the Hospitality, Travel and Leisure industry to create diverse and inclusive environments and to positively impact 5 million people globally by 2025.

It takes a collective effort of organisations such as this and of individual companies to create powerful change for the greater good. Through my involvement with WiHTL, I can contribute to conversations and insights into our work at IHG Hotels & Resorts to achieve our own goals.

What have been the positive effects/impact that WiHTL has had on your organisation in terms of our initiatives and our Collaboration Community?

At IHG, we believe that real change comes from the right mix of policies, commitments and culture. We are committed to listening to colleagues and stakeholders and striving to be an even better organisation. Our DE&I teams work closely with this Collaboration Community to understand best practice in the DE&I space and what are the best interventions to support our people.

This year we are sponsoring the EFL programme to help give more of our ethnic minority colleagues leadership support and align them with sponsors in the organisation.

What is your/your organisation's proudest DE&I achievement?

I am particularly proud of our RISE programme - our dedicated mentorship initiative aimed at increasing the number of women in GM and other senior positions within our hotels.

Last year, six of our 20 graduates moved into leadership roles, and we expect this number to continue to increase each year. As a business we are also focused on increasing representation of ethnic minority leadership at a corporate level, and while there is still a journey to go, an example of our progress is a move from 13% representation in the US in 2020, to 21% today.

If you haven't already, I would urge people to take a look at our DE&I Progress Report, as it brings together all the important work happening at IHG around the world!

What is on your DE&I wish list for the future?

We will continue to find ways to increase diversity across our business because we are committed to being an inclusive, welcoming company where our people know they have room to grow and the opportunities to succeed.

We have clear ambitions when it comes to gender balance and ethnic representation, so my wish is that we achieve those and keep building momentum, accelerating progress across our broader DE&I agenda at all levels. Giving space to a rich variety of backgrounds, experiences and perspectives is what brings the necessary innovation to succeed as a global business.



Paul Pomroy
Corporate SVP, International Operated Markets, McDonald's

What was your inspiration/motivation to become a Founding Member of WiHTL?

McDonald's has been involved as a member of WiHTL since 2018 and our partnership has flourished over the years. Initially our involvement centred around our desire - both globally and within the UK&I market - to achieve gender parity at senior levels. This is something that we have been challenged with over the years.

The conversations between WiHTL Founder and Chair, Tea Colaianni and I really led to a broader approach for us. I have immensely valued her thoughts around executive role models and sponsoring positive programmes of intent around talent and progression. We knew what our aspirations were within the gender space and this partnership also helped us ponder the differences between men and women in business, and how we could better support both. As this partnership progressed, I am very keen to take these positive learnings into my new European role.

What have been the positive effects/impact that WiHTL has had on your organisation in terms of our initiatives and our Collaboration Community?

There have been several positive moments where WiHTL has supported us on our DE&I journey. The introduction of the Global Female Leader Programme boosted our employees' confidence, while the Ethnic Future and Ethnic Senior Leader Programmes have again helped to support our ambition to move forward in this area by creating a talent pipeline and future role models for our business. These programmes have been supported by our Executive teams as reverse mentors and sponsors, and also by our Franchisees.

I was very proud to be asked to speak at the first Festival of Inclusion, a groundbreaking event for all businesses across the sector. This two-day festival really shone a lens on inclusion both celebrating our successes and recognising that we have some way to go. It doesn't stop here and we are proud to sponsor the new female Non-Executive Director Programme which was launched in September. This is another first in the sector, breaking down even more barriers. All of these things have really lent themselves into helping us to create a cultural evolution and creating a better place to work for all.

What is on your DE&I wish list for the future?

Looking at the future, my wish list is very small. My mum says, "always treat people how you would want to be treated". It's as simple as that. We all have differences that should be celebrated and my wish is that one day we don't have to talk about inclusion because it just exists. Let's work together to ensure that "under-represented" is a word which is no longer needed and everyone thrives because they are supported for who they are. A small list - but I recognise it's a big ambition.



ODEON

Mark Way
President of AMC Europe & Managing Director, ODEON Cinemas Group

What was your inspiration/motivation to become a Founding Member of WiHTL?

When we launched our DE&I strategy, *Our Incredible Differences*, four years ago, knew that for it to have real cut-through to our colleagues and make tangible differences to the way we worked, we needed to collaborate with like minded businesses. Joining WiHTL was an opportunity to do this. We wanted to be a part of this industry-leading initiative not only to learn from other organisations but to show our colleagues and people outside our organisation that we were taking ownership and wanted to make a difference for our colleagues.

What have been the positive effects/impact that WiHTL has had on your organisation in terms of our initiatives and our Collaboration Community?

Creating an inclusive environment for all our colleagues continues to be a priority for us at ODEON Cinemas Group, and WiHTL has been a key partner on this journey. Our People teams across Europe benefit from being part of a supportive community who are focused on moving the dial and influencing positive change.

We have taken part in the Festival of Inclusion in HTL, and the ongoing webinars and working groups have been integral in building our internal knowledge. Access to cross-company leadership programmes to advance high potential female and ethnic colleagues within our organisation has also helped us develop the extraordinary talent within ODEON. It has also given members of the ExCo an opportunity to be part of the journey either as mentor or mentee on the programme.

What is your/your organisation's proudest DE&I achievement?

Diversity, Equity and Inclusion is very much aligned with our internal values and the Covid-19 pandemic provided us the opportunity to really push forward the DE&I agenda. Following our cinemas and support offices reopening, we made a decision to prioritise DE&I and made a renewed commitment to our people to deliver on our inclusion promises.

We have invested in placing dedicated internal resources into the DE&I space across our territories and invested in tools which enable us to drive the business forward.

Not only are we proud of our business commitments in this area but we are also taking great steps to amplify our colleagues' voices to help drive change and encourage collective participation. We are very lucky to have colleagues right across all areas of our business who share the same passion for DE&I, and bringing them on this journey is a critical part of our strategy to create an inclusive and diverse environment for all our colleagues.

What is on your DE&I wish list for the future?

The next big thing for us is to introduce ways to increase the inclusive leadership capabilities of our managers and leaders.



virgin atlantic

Estelle Hollingsworth
Chief People Officer

What was your inspiration/motivation to become a Founding Member of WiHTL?

Connecting with other companies across our industry to learn, accelerate ideas and become stronger in collectively making a difference in how we create a diverse workforce and an inclusive experience for every person, was at the heart of our decision to become a Founding Member of WiHTL. At Virgin Atlantic, we champion difference and individuality, and it's by encouraging all of our people to truly be themselves at work that we uphold an inclusive environment where they each can thrive. At the core of our company, is our people – they truly are the thing that sets us apart and the reason customers choose us. Our 'Be Yourself' agenda fosters a culture of belonging. We are proud to have been able to shape and be involved in the success of this incredible community and see it grow over the last 5 years.

What have been the positive effects/impact that WiHTL has had on your organisation in terms of our initiatives and our Collaboration Community?

Being part of a wider community who have a common passion to make change happen has been inspiring. We are able to share best practice with others who are also trying to make a difference on inclusion. Several of our Leaders have benefited from reverse mentoring and mentoring opportunities via WiHTL over the years, building up strong networks. A cross section of our future leaders and current leadership group have benefited from attending the leadership development programmes, allowing them to connect with relevant thought leaders within the industry and role-model inclusive leadership back in the workplace.

What is your/your organisation's proudest DE&I achievement?

We were excited to emerge from the pandemic with a new brand campaign and TV advert, with Purpose, People and Personalisation at its heart. It draws on Virgin Atlantic's heritage of challenging the status quo and champions the individuality of our people, as well as our amazing customers. Most recently, we took the bold step as the first airline to introduce a tattoo policy that means our people can have visible tattoos, when they are wearing their uniforms. We are also immensely proud to have been the first airline to allow our people to wear the uniform that best matches their identified gender. Both of these examples are things that are important to our people, where we have listened to things that will make a difference for them and taken positive action for change.

What is on your DE&I wish list for the future?

We have very strong internal Belonging networks which our people have formed and chair. Each are supported by Exec Allies from our Executive team and we work closely to help to strengthen their influence, create shared understanding across our company and ensure that everything we do, is seen through the eyes of each network. That way we will ensure we live and breathe inclusion, every day. We will never stand still – watch this space!

WiHTL's governance

WiHTL relies strongly on the guidance and insights of its Advisory Board, which is made up of some of the most influential leaders across hospitality, travel and leisure. WiHTL benefits from the vast experience of the 17 Advisory Board Members and the additional counsel of two Board Advisors. This year, we were delighted to offer two former delegates from the Ethnic Future Leaders Programme a place on the Advisory Board. Halina Khan and Tieran Bhuhi have already impressed the rest of the Board with their proactive approach and valuable insights.

Chair



Tea Colaianni
Founder & Chair
WiHTL & DiR

Board Advisor



Jon Terry
Advisor
Diversity & Inclusion

Board Advisor



Elliott Goldstein
Managing Partner,
The MBS Group



Zoe Bowley
MD,
PizzaExpress



Paul Pomroy
Corporate SVP Intl.
Operated Markets,
McDonald's



Penny Hughes
Chairwoman,
Riverstone



Pauline Wilson
VP - Focused Service
Operations EMEA,
Hilton



Debbie Hewitt MBE
Chair,
Football Association



Simon Townsend
NED, Cote Restaurant
Group



Tieran Bhuhi
Europe Corporate
Communications Mgr,
IHG



Simon Jones
MD,
Premier Inn



**Patricia Page-
Champion**
SVP & Global
Commercial Director



Lynne Weedall
NED/REMCO Chair,
Stagecoach



Paul Flaum
Group CEO,
Bourne Leisure



Nick Mackenzie
CEO,
Greene King



Halina Khan
HR Business Partner,
McDonald's



Carlo Mocchi
CBO,
Deliveroo



Keith Barr
CEO,
IHG



Sonia Davies
CEO,
Scott Dunn



Dominic Blakemore
CEO,
Compass Group

Views from our Advisory Board members

“Never has there been a greater need for creating a more inclusive society and never has there been so much written and talked about this topic! What’s great about WiHTL and the Collaboration Community is that they have managed to cut through all the noise and shed some real light on practical tangible actions that can make inclusivity a reality. I am sure that over the coming 12 months, authenticity and tangible actions are what will enable HTL businesses to stand out from the crowd. There will be zero tolerance from customers and employees alike for empty words and misalignments between deeds and actions.”

Lynne Weedall, NED/RemCo Chair, Stagecoach

“I have continued to be inspired by the work of the WiHTL team and the extent to which they deliver meaningful and positive action to help create truly inclusive practices across the hospitality, travel and leisure industry. The next 12 months will bring relentless challenges for colleagues who work in these sectors and the work of WiHTL is going to be vital to keep the benefits of a consistently authentic approach to inclusion front of mind for all stakeholders.”

Debbie Hewitt MBE, Chair, Football Association

“Having been part of the Advisory Board since the beginning, it’s been amazing to see WiHTL grow - none of us have all the answers but together we can make huge strides. Tea continues to inspire us with her drive to deliver tangible initiatives that build and strengthen the talent pipeline that is so important for our industry. For PizzaExpress, the support of the network has enabled us to lead a progressive agenda around inclusion & belonging and crucially, collaborating with our peers, leaning on each other, has provided invaluable learnings and support. The WiHTL events have been truly outstanding and our colleagues have benefitted from a range of tailored programmes for emerging talent. We’re excited for the organisation to continue to go from strength to strength over the next 12 months, with new programmes and the addition of retail peers for us all to collaborate with and learn from.”

Zoe Bowley, MD, PizzaExpress

“The progress that WiHTL has made over the last 2 years is nothing short of remarkable, and it is telling that at a time when businesses and their employees have been confronted by continuing and multiple headwinds – the importance of a truly inclusive and diverse culture in the workplace has never been more important. The challenges facing businesses are evolving, and the employee value proposition that a business makes will become an even more important differentiator over the months ahead. The content and expertise that is available through the WiHTL collaboration community is now even more accessible, and I would urge every member company to take full advantage of what WiHTL can offer to build real competitive advantage.”

Simon Townsend, NED, Cote Restaurant Group

“WiHTL is having a profound impact through its collaboration communities. Through the power of conversation, these communities are building a stronger understanding of what diversity and inclusivity really means and how it can strengthen the creativity, culture and resilience of organisations. These communities – and the individuals who work within them – are actively driving change across the companies where they work and the hospitality industry as a whole.

People will remain the cornerstone of a great hospitality business, even in a digital age. Winning businesses will be those that foster a clear sense of purpose for employees, backed by a clear ambition and a set of values that inspire their workforce. The diversity and inclusivity agenda is an important part of this, as it ensures organisations embrace the full range of talent available and create a climate where all are encouraged to be their best and work effectively with one another.”

Simon Jones, MD, Premier Inn

WiHTL Community Survey

The purpose of this survey was to capture the views and priorities on the topic of diversity and inclusion in our industry, and understand the value our members are gaining from being part of the WiHTL Collaboration Community. As a result of the survey, we were able to determine a Net Promoter Score (NPS) for WiHTL and we are delighted to have reached an NPS of 64 (based on global NPS standards, results over 50 are classified as excellent).

Of the members who took part in our survey, 51% have a dedicated DE&I resource and 71% have a DE&I strategy. Over 64% of respondents reported high scores for their Board and Exec teams being engaged with DE&I activity. For some organisations, D&I is wired into overall strategic goals, and the survey results show senior leadership is aware of its strategic imperative.

According to the results, priorities for members of the WiHTL Community are centred on continuing to challenge existing biases in the sector and looking at ways in which to widen the scope of DE&I activity to include, for example, disability, and social mobility. Strong focus remains on driving greater visibility on senior women and their career acceleration, and raising the profile of high potential team members from underrepresented groups.

Purpose of the Survey

We asked our members about key focus areas in DE&I and these key themes were identified:

- Representation of underrepresented groups
- Culture and leadership behaviour
- Recruitment, progression and retention of diverse talent
- The level of employee inclusion

Members were also asked to plot their progress on their DE&I journey. Commentary for their current positions included:

- We're making progress in key areas (recruitment, engagement, development, external visibility), but we have so much more room to advance the diversity agenda
- We are now at a point where we need to start driving this forward to address imbalances and further embed an inclusive culture
- We are at different stages in different countries and are starting to gather some momentum

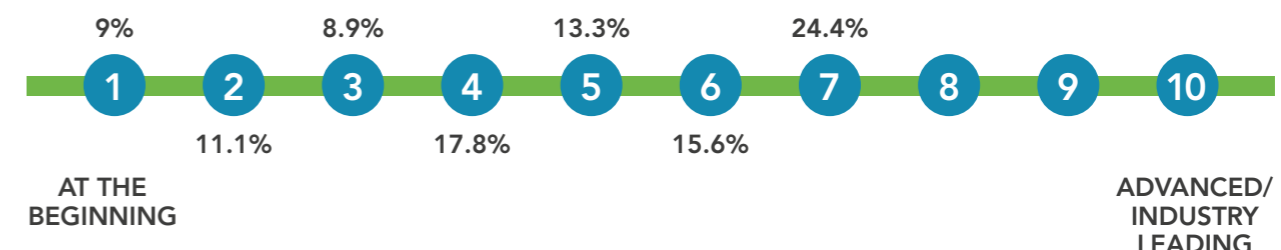
How has WiHTL membership impacted your organisation's DE&I approach?

- It helps us realise how much more we should be doing
- It has raised the profile of key team members and helped us better inform them
- Participation in leadership programmes has started a change in Executive behaviours
- The GFLP has helped drive visibility of senior women and accelerate their progress
- It has provided the tools and resources to execute initiatives on our agenda We engage in many programmes which help us drive our strategy and plans

WIHTL MEMBERSHIP



YOUR ORGANISATION'S D&I JOURNEY



Spotlight on: contract catering companies

Several of WiHTL's larger members are contract catering companies, businesses less in the public eye than others in the hospitality industry such as hotel and restaurant chains but who encountered the same devastating effects as every organisation within the hospitality sphere during the Covid-19 pandemic. As in-person events have now returned, government-run establishments and supply chains have reopened, and catering-related operations in general are now once again fully functioning, we approached a number of our catering members to discover how they have addressed the new challenges which have arisen over the past year, what actions they've taken and their vision for the future.



What is the key ethos underpinning your DE&I strategy and how does this sit within the catering sector in a broader sense?

At Compass we have focused on: creating a workforce which represents the rich diversity of the customers and clients we serve, as well as our society; for everyone in our business to feel able to be themselves at work; for everyone in our business to have an equal opportunity to progress their career, and to widen access to our career opportunities and encompass all in our society.

The catering industry is a great place for people who don't have traditional qualifications to come in and build their career through skills development and on. This is a key lever in inclusion.

What have been the challenges specific to the catering sector over the past year?

Labour availability has been a key challenge over the last year. We have also made sure that we continued to offer support to our staff in the wake of the pandemic – specifically through our "You Matter" Mental Health network and Employee Assistance Programme services.

A key challenge post-pandemic within the hospitality sector as a whole has been labour shortages. What steps have you taken to rebuild the talent pipeline to mitigate this in the present but also in looking to safeguard the future?

We have placed a strong focus on our recruitment processes and branding to ensure that we can attract and recruit with pace. To enhance retention, we have introduced Career Pathways which clearly define how colleagues can move up the organisation, move across to a different role or department or deepen their knowledge in their current role. We have a new centralised careers hub which details all current vacancies – this is open to all colleagues who can see opportunities and apply for internal roles.

We want to make sure that we access the widest talent pool possible and provide opportunity for those who are often marginalised.

What are your organisation's main DE&I focus areas for the coming 12 months?

We recently launched "Our Social Promise" which aims to address the inequalities that create barriers to progression – with a particular focus on those from less advantaged and under-represented backgrounds – and positively impact the lives of one million people by 2030 through skills and training, outreach and representation.

Our aim is for all levels of our organisation - from frontline to senior leadership - to be representative of the UK working population. We have committed to reaching 50/50 gender parity for junior management through to senior leadership by 2025. Our ethnic diversity will be in line with the UK population by 2027 across all management levels and by 2030, 40% of our management and leadership population will be from a working-class background. We will also commit to disability data recording along with outreach, support and work placements for people with different abilities.

How many employees do you currently have?

Approximately 40,000 employees in the UK.

What is the key ethos underpinning your DE&I strategy and how does this sit within the catering sector in a broader sense?

For us at Elior, working on diversity and inclusion is important to fight against stereotypes and biases and to develop our creativity and our performance. But, more globally, what drives our actions is the conviction that working on diversity develops our capacity to interact and work with colleagues who are different from ourselves. And everyone is different from everyone else. So, developing diversity and inclusion develops our capacity overall to work with others, to collaborate, to be efficient as a team. We are lucky that our sector works for diverse customers and attracts diverse employees, so it is our responsibility to transform our diversity into inclusion, wellbeing, collaboration and performance.

What have been the challenges specific to the catering sector over the past year?

In the last year, just after the Covid crisis, the main challenge for the catering sector was the inflation on costs which has put a pressure on the sector and on the profitability of our activities.

In terms of HR, retention and attraction were the key issues, but it was not specific to our industry. It was a challenge for most companies, no matter what the industry.

A key challenge post-pandemic within the hospitality sector as a whole has been labour shortages. What steps have you taken to rebuild the talent pipeline to mitigate this in the present but also in looking to safeguard the future?

This situation allowed us to rethink our attractiveness, our working conditions, our recruitment processes and tools, and the profiles we are looking for. It has been a good opportunity to challenge the way we were doing things and to be more creative. One positive consequence of the labour shortage is the openness to different profiles. The labour shortage can be an accelerator towards greater diversity.

Has WiHTL facilitated some of the changes your organisation has been making and how?

Yes, definitely. WiHTL allowed us to be more efficient and to achieve our objectives more quickly – through the exchanges with other companies, the participation in meetings, and the access to the development programmes and webinars. We may have achieved the same results, but it would probably have required more time and more resources. WiHTL has been a great support and accelerator in our DE&I journey.

What are your organisation’s main DE&I focus areas for the coming 12 months?

We have just confirmed that we will go on focusing on our 2 current ambitions:

- Develop diversity at all levels of the organisation (especially highest levels: regional directors and above), with a specific focus on gender diversity
- Achieve an inclusive culture in all of our 22,700 sites worldwide

How many employees do you currently have?

99,000 employees.

What does DE&I look like at WSH?

Over the past year we have been working on our ESG strategy and have undergone an audit with an external partner and as a result, we have identified DE&I as a strategic focus. It is one of only four pillars. We are also recruiting a Head of DE&I.

In two of our businesses we have partnered with Flair to understand better the lived experience of our team members from ethnic minority backgrounds. This has resulted in clear action plans and activity to address some of the issues raised.

We have actively participated in the EMFL and GLFP programmes. This has involved some of our most senior people participating as mentors and sponsors, as well as our team members benefiting from the programme.

What challenges do you face?

We are partnering with providers to attract people from countries such as India, Bangladesh and Sri Lanka.

A very real challenge is the lack of ethnic minority representation at senior levels. This will be a key target for our businesses.

Has WiHTL facilitated some of the changes your organisation has been making and how?

We use the Recruiting for Diversity Toolkit from WiHTL. We recognise that we have a long way to go but diversity is definitely discussed more and more in our business which is a good first step and WiHTL has been an important part of that.

How many employees do you currently have?

We have around 23,000 employees.



What does DE&I look like at Sodexo?

Our Diversity, Equity and Inclusion (DE&I) strategy is focused on how we can support the business to become an employer of choice. We have our attention on equity in particular, recognizing that we have a great opportunity in our industry to develop and bring through the great diversity we have in frontline positions to all levels of our business. Supporting social mobility is key to this and we will continue to develop our programmes to support this.

What challenges do you face?

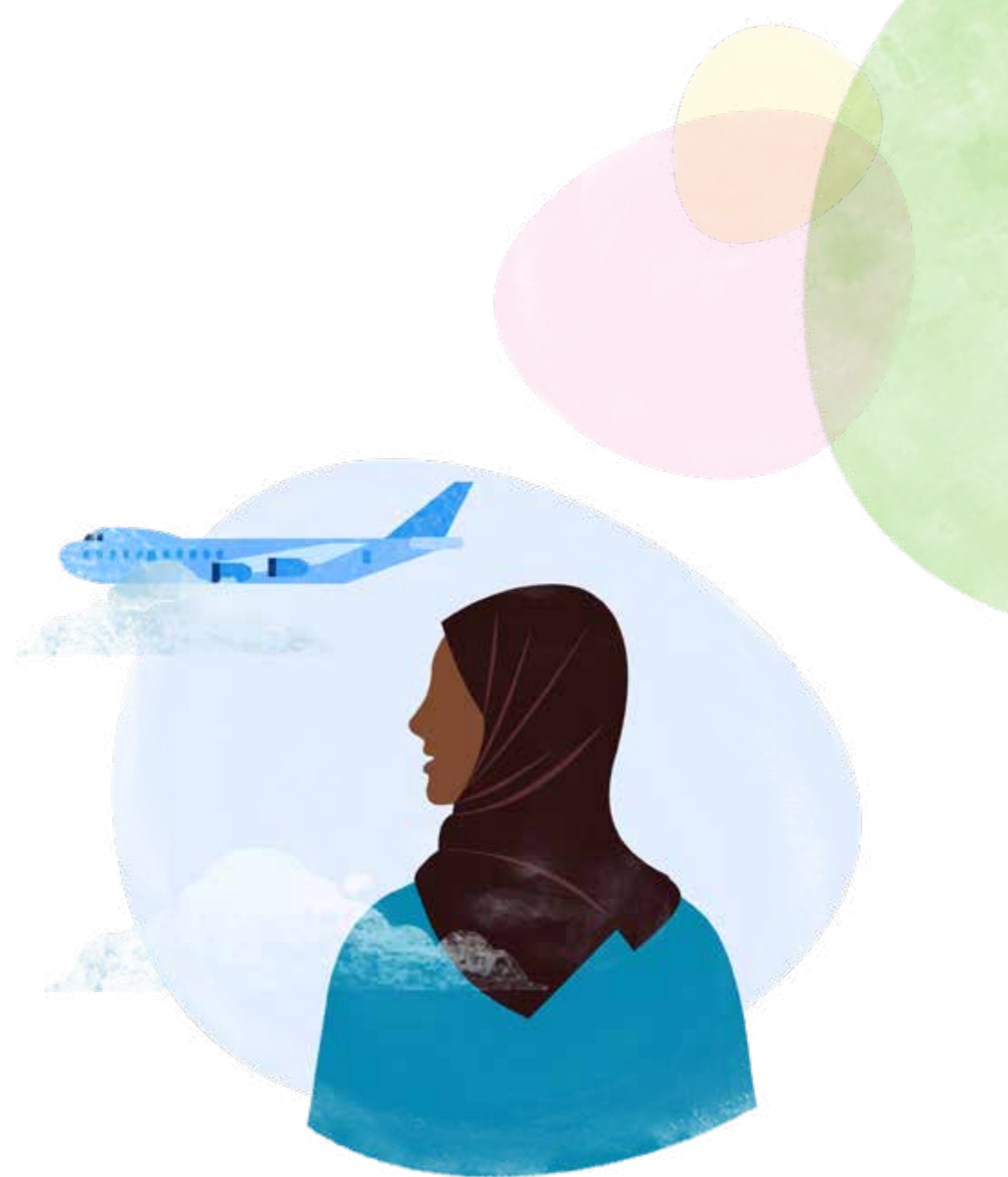
Like many over the last 12 months we have experienced challenges in attracting candidates as we recover from the pandemic.

Has WiHTL facilitated some of the changes your organisation has been making and how?

WiHTL has been a key partner in delivering our strategic priorities, we have had colleagues participate in the Female and Ethnic Future Leaders Programme with great results and the Data Group has been an invaluable opportunity to connect with peers in the industry and share experiences as we look to enhance our data insights. The ideas lab has been a fantastic forum to discuss what's next for DE&I and our industry and the role we can play collectively to shape positive change.

How many employees do you currently have?

Sodexo UK & Ireland employs approximately 30,000 employees.



The impact of WiHTL

It is immensely rewarding speaking to our members to hear about the positive impact their DE&I strategies are having on their organisations in terms of building new and diverse talent pipelines and creating greater inclusivity in the workplace. The breadth and scope of DE&I activity across our WiHTL community is astonishing. We spoke to a number of members who shared insights on their own strategies, insights, how they see the future and how WiHTL has been instrumental in supporting them to achieve a more equitable and inclusive workplace.



Garry Clarke-Strange
Head of Inclusion & Diversity, Greene King

What have your key DE&I achievements been this year?

The past 12 months have been extraordinarily active: from the January launch of our Elevate training programme to 3,500 managers from across the business which includes a bespoke Inclusive Leadership workshop, to our Untapping Potential Report launched in June which highlights the important role that pubs play in creating jobs and careers within local communities.

In September, we launched a new maternity leave policy and support package for women based on research we undertook about why only 53% of female colleagues returned to work following maternity leave. Changes were led and influenced by our women's Employee Led Inclusion Group, Greene Sky, and this new policy has been cited as one of the most competitive in the HTL sector.

Other initiatives include:

- Launched a new Employee Led Inclusion Group (Ability) focused on experiences of colleagues with disabilities
- In July, cohort 1 of our first Reverse Mentoring scheme successfully graduated. The executive team in this scheme were all mentored by members of our Black, Asian and minority community. We also maintained our intent to continue to roll this out to our Leadership teams with the launch of cohort 2, this time supported by members representing all our diverse communities. Cohort 3 will launch in January 2023
- We supported Pride month with the relaunch of our Progress Pale Ale now in its second year that raises funding for Switchboard LGBT* as well as promoting Pride events in our pubs supported by Village Greene, our LGBTQ+ Employee Led Inclusion

- Supported other inclusion spotlight events including Black History Month, International Women's Day and Autism Awareness
- Launched a Caribbean-inspired Jerk Chicken dish in our Hungry Horse locations in partnership with Datties Soul Food supported by Unity, our race and ethnicity focussed Employee Led Inclusion Group [Read more here](#)
- We launched our own inclusion short film, 'I'm Not Prejudiced, But' both internally and externally focussed on raising awareness of the experiences of minority communities and encouraging people to think about the impact they can make on people through actions or words as part of our continued focus on creating an environment that fosters everyday inclusion [Read more here](#)
- We were a key contributor and signatory of the BBPA Inclusion Charter, Open to All - [Read more here](#)
- Took part in National Inclusion Week supported by Inclusive Employers with events led by each of our four Employee Led Inclusion groups and saw the launch of our Inclusion and Diversity policy

How has WiHTL helped your organisation advance its DE&I strategies?

Having direct access to other DE&I leaders within the WiHTL community gives us an opportunity to discuss shared issues and ideas which help us as an organisation but also across the Hospitality, Travel and Leisure sectors as a whole. We have nominated several colleagues to take part in WiHTL's leadership development programmes and we were delighted that 3 team members were included in the 2021 Women to Watch Index.



Louise Hughes
People Director, Moto

How much importance does Moto place on equality in the workplace and how is this factored into initiatives undertaken?

Equality within Moto is extremely important as it helps to bring colleagues from all different backgrounds together and allows for fresh perspectives to be heard and considered. This helps to build cohesive teams who are focussed on helping to deliver our purpose of brightening peoples' journey through life. We have company goals on diversity to be achieved by 2025 and all of the sites have goals that feed into these. We measure progress annually through our diversity monitoring report. We also measure inclusion via our annual colleague happiness survey and I am pleased to report that year-on-year we are making great progress. Our DE&I goals link into everything we do whether that be attraction, promotion or talent development.

To what in particular do you attribute Moto's clear successes in moving towards greater gender equality?

Determination and laser focus! The initiatives that I think have been particularly successful have been high potential female leadership development programmes, WiHTL's Global Female leader programme, shining the spotlight on female role models, education, male allies, promoting flexible working and demanding 50% female shortlists for senior roles.

What benefits/positive impact have you observed within Moto since focussing strategic direction towards creating gender equity within the workplace?

The number of females who are putting themselves forward for promotion because their confidence has increased so much and how supportive all of male colleagues have been when they actually fully understand the blockers that stand in the way of many females. I think the change has helped improve belonging and helped everyone to feel confident at sharing their opinion and being listened to as well as supporting each other better

How has being part of the WiHTL Collaboration Community helped reinforce Moto's DE&I efforts overall?

We asked WiHTL to do an audit of our colleague lifecycle through a DE&I lens a couple of years ago and there was a lot of learning for us but we have been committed to implement these and are seeing the business benefits as a result

Do you have a #1 inclusion tip?

Building trust is vital. Don't just talk to your team about work, invest time with them on what else is going on for them so that you can provide the necessary support This will help to build trust and encourage more open dialogue.



Scott Dunn

Sonia Davies
CEO, Scott Dunn

Scott Dunn has recently been named as a Top Pioneer in Diversity and Inclusion. To what can you attribute this recognition of your DE&I efforts and successes?

Scott Dunn is committed to creating an inclusive environment where people from all backgrounds feel welcome. We are partners with the online diversity recruitment platform, Mogul, to actively promote our job openings and to seek candidates with diverse backgrounds. We have been successful in improving the diversity of our new hire intake by organising Assessment Days to attract candidates without travel experience for sales and sales support roles. We recognise that the ability to travel is a privilege, and we want to open up this experience to people from all backgrounds. Many of our Assessment Day hires from the past year are flourishing and they have already moved or been promoted into new roles.

Looking at all aspects of diversity, we've reviewed our health, wellbeing and family-friendly policies to ensure we provide enough flexibility to Scott Dunn team members when needed – whether they are a parent, a carer or someone going through fertility treatments or menopause. Finally, we are highlighting the personal stories of individuals within the Scott Dunn team to raise awareness of different life experiences. Some examples include coming out as LGBTQ+, the career journey of ethnic leaders, caring for autistic children and what it's like to be a working parent.

What opportunities has Scott Dunn identified as part of changes post-pandemic within the travel sector as a whole which could help advance DE&I progress?

Covid quickly shifted our day-to-day operations from a traditional office-based setting to 100% remote working. We now have the tech to enable our entire team to work from home. Post-pandemic, the Scott Dunn team has more choice about adopting a hybrid working pattern, working full-time in the office or working remotely, depending on the role and experience level. These options have created access to diverse talent we may have completely missed pre-pandemic.

What is your particular DE&I focus for the next 12 months and why?

Data is our focus for the next 12 months. We want to assess our current state, identify opportunities for improvement and establish milestones and targets. We will prepare a diversity pay gap report in addition to the gender pay gap report.

Has WiHTL membership helped Scott Dunn with guidance on DE&I topics and if so, how?

WiHTL has been instrumental in providing the tools and resources to help us on our diversity and inclusion journey. We are active members of WiHTL, including the Advisory Board and different committees. Several Scott Dunn team members have graduated or are embarking on leadership development journeys through the Global Female Leader Programme, the Ethnic Future Leaders Programme and the Ethnic Senior Leaders Programme. Access to these programmes has been invaluable given the size of our organisation and the quality of the content and organisations participating.



Alistair Macrow
CEO UK&I, McDonald's

McDonald's is a founding member of WiHTL and has sat on its Advisory Board since its inception. Through its partnership with WiHTL, McDonald's has been able to strengthen its commitment to creating diverse and inclusive workplaces.

Inclusion is core to McDonald's values ensuring that doors are open to everyone at every level of the business. In the UK and Ireland, McDonald's has achieved gender parity at senior leadership level, including across its executive team; its Women's Leadership and Inclusion network groups are flourishing; its gender pay gap remains well below the industry average and in 2021, by updating its recruitment processes, 58% of all external hires were female while 40% were ethnically diverse.

"We believe in being people positive – championing great people, whatever their background – and helping to open doors to skills, jobs and opportunities. From our senior leaders to our restaurant teams, we are committed to reflecting the diverse communities we are part of and to stand up for individuality and equality.

That's why, as part of our Plan for Change, we outlined a number of commitments that will help us to deliver on that promise that by 2024, we will work with our supplier partners and franchisees to advance social inclusion through a Mutual DE&I Commitment. By 2025, 40% of participants in our new corporate placement and internship programme for our restaurant employees will be from underrepresented groups. By 2030, we will maintain gender balance within our senior leadership roles and by 2030, we will ensure 40% of all senior leadership roles are held by people from underrepresented groups."

McDonald's & WiHTL's Collaboration

McDonald's has partnered with WiHTL in a variety of ways from the outset: it has representatives from its team on four of WiHTL's Committees: Race & Ethnicity, Data & Insights, Accessibility and Employee Network Groups. It has two Advisory Board Members and has sponsored two Ethnic Leader Programme cohorts as well as the inaugural cohorts for both the Ethnic Senior Leader and the Female NED Programmes. Paul Pomroy, former UK & Ireland CEO and Corporate Senior Vice President, International Operated Markets, has given opening and closing keynote speeches for the EFL and GFL Programmes respectively and gave the introductory speech at WiHTL's 2021 Festival of Inclusion. The McDonald's executive team remains firmly committed to reinforcing WiHTL's ambitions and initiatives most recently demonstrated by Michelle Graham-Clare, SVP & Chief Marketing Officer, who opened the inaugural session of the Female NED Programme.

McDonald's Impact

HALINA KHAN HR BUSINESS PARTNER, EFL GRADUATE & WiHTL ADVISORY BOARD MEMBER

"I have always been an ambitious person and keen to inspire other people from diverse backgrounds and spread the message that you really can achieve anything. Being from an ethnic minority background does not have to be synonymous with a lack of ambition or achievement. There are role models everywhere whose experiences we can learn from and who we can ask for advice. The EFL has been a positive influence on how I want my future to progress.

Working with WiHTL, I have gained an insight into the feelings and experiences of others. Previously I have felt quite alone in these feelings and less confident in discussing it openly. Just breaking down that barrier alone has made the journey worth it, but as well as that there has been the ability to learn from others and form great new working relationships too.

I feel an overwhelming desire and responsibility to show as many people as possible that being from an ethnic minority background and being a female does not have to hinder your ambition, and you really can achieve anything with the right support and guidance."

ALEXANDREA ROWE EFL GRADUATE RECENTLY PROMOTED TO FRANCHISEE CONSULTANT

"I believe this is the right time to bring to light the conversations around race in leadership roles and how to empower and enable a belief that leadership or career goals and ambition are possible and attainable. In corporate environments where you could be the first ethnic minority to hold a position, taking steps to break through the glass ceiling and challenge unconscious biases is vital."

MOHAMED NAKMOUCH EFL GRADUATE

"I feel privileged to be part of the programme. I've built a strong rapport with my Director and Executive Sponsor and we are working on ways to make tangible change. I have truly understood the importance of recognising the power of vocalising your thoughts and expressing opinions. Through this, I've learnt that my voice and opinion matters and, as a result, I am passionate about using this platform to support our brand in creating a diverse and inclusive workplace.

To ensure my organisation progresses even further, I've asked my Director and Executive Sponsor to utilise the knowledge I have gained from the programme to help educate and make real differences. I now openly share my strength-based leadership profile so that others can focus on my strengths and push me out of my comfort zone."

Women to Watch & Role Models for Inclusion in HTL Index 2021

In partnership with The MBS Group, this event brought together the very best female talent in HTL. The Index included Role Models for Inclusion, employees at any level who passionately advocate a culture of inclusion and belonging within their organisations. The Index was launched as part of a virtual celebration and highlighted the profiles of women distinguished for the inspiration and impact they have had on others wanting to be

a part of such a vibrant industry. A packed agenda included guest speakers Debbie Hewitt MBE, Chair of The Restaurant Group (now Chair of the FA), Nick Mackenzie, CEO of Greene King, and a fascinating and candid keynote speech from Emma Henderson MBE, CEO of the Project Wingman Foundation. If you're reading this digitally, a link to a summary video can be found [here](#).



Women to Watch and Role Models for Inclusion in Hospitality Travel & Leisure Index
The 2021 Edition from WHTL and The MBS Group

Fiona Doherty
Company Stagesearch / Job Title Managing Director (West Scotland)

I am a chartered by trade and worked for a significant portion of my career in the sector. After almost two decades I found myself wanting a change of environment, which is how I came to join the transport sector. I started work with Glasgow Airport, then Forti Ports and then made the move into Stagesearch as Managing Director for West Scotland.

What do you find most rewarding about working in HTL?
The biggest thing is the impact it has on people. In Scotland alone before the pandemic, 202 million for trips a year took place, compared with about 90 million on all. Already we are back at 75% recovery. People will see the bus for education, work, healthcare and to the bank and so on. The bus is critical to keeping the economy moving.

What do you hope the HTL sector will look like in five years' time or what changes do you hope to see in the future?
This sector in particular has been really hard hit throughout the pandemic. It's been struggling with recruitment and getting back on its feet. A large sector of the HTL sector includes women and the resilience that we hold is undeniable and I think that will help strengthen the sector more over time. In five years' time I am confident we will see on the growth curve again. The sector will recover but it needs to be prepared to be flexible and adapt. We are with strong people working in it. It is an industry that we can attract talent from across the UK as well as globally.

What are you and your organisation doing to encourage women to progress in the sector?
I think a big part of encouraging women

What advice would you give to the next generation?
is visibility. Making myself seen and heard along with other women could provide the models for the next generation. A key aspect for young women to understand the importance of the transportation sector is education. As a result, I have spent a bit of time in schools and colleges making myself visible to children and students and highlighting the importance of the transport industry.


What quote has influenced you the most?
"Do what you believe your heart to be right - you'll be contented anyway."
- Eleanor Roosevelt

What quality is most valuable in a leader?
Authenticity.

Vickie Elsey (Nee Caswell) - 3rd -
People and Culture Director - Greene King

Feeling extremely proud and humbled to have been included as a 'Woman to Watch' in the 2021 Women to Watch in Hospitality, Travel & Leisure Index. There are some outstanding people and stories in here so it really is an honour to be sat alongside them. I have loved my 4 (almost 5) years at Greene King where I do a role I really enjoy and am able to bring my true self to work every day.

Was great to be part of the virtual launch today hosted by WHTL - Diversity in Hospitality, Travel and Leisure in partnership with The MBS Group - and what could be more inspiring than hearing your own CEO Nick Mackenzie talking about his passion for inclusion and diversity and the changes we are committed to and already starting to make.



The positive impact of the DiR Collaboration Community

Diversity in Retail was launched in June 2021, a community aiming to have a similar impact to WiHTL and drive meaningful change within the retail sector. Its mission is to support companies across the retail industry to create diverse and inclusive environments and positively impact 1 million employees globally by 2025. After a little over twelve months, members have already seen tangible progress through being able to engage with other organisations in the DiR Community with similar challenges and purpose, and put forward nominees for our leadership development programmes. Progress has been measurable as highlighted by those who were identified as Role Models for Inclusion in Retail in our first Index in partnership with MBS. With remarkable growth in membership in its first year, DiR already reaches over 700,000 employees in the retail sector.

Q&As with DiR Founding Members

DiR was launched last year to create greater collaboration and support in creating diverse and inclusive workplace environments. Within a matter of months, some of the UK's biggest companies in retail had joined this new community and DiR now includes 29 members in a little over a year since its inception. From the original group of Founding Members who placed their confidence and commitment in our common cause, we asked what inspired them to join DiR and how it has helped advance their DE&I journey.



Kingfisher

Kate Seljeflot
Chief People Officer, Kingfisher

What was your inspiration/motivation to become a Founding Member of DiR?

Our purpose is to make better homes accessible for everyone, making inclusion a key driver in all that we do for colleagues and customers. When DiR started, Kingfisher was at the start of its journey to becoming a more diverse and inclusive organisation and we seized the opportunity to partner with industry peers as we collectively seek to better reflect the customers and communities we serve. At Kingfisher, we passionately believe in the opportunities working in retail can provide, reflected in our focus on developing "Skills for Life" (one of the four pillars of our I&D Strategy). By working with some of the most recognizable names across retail, we knew we'd be able to shout even louder about how anyone can have a thriving career in our industry.

What have been the positive effects/impact that DiR has had on your organisation in terms of our initiatives and our Collaboration Community?

Diversity in Retail's collaboration community has made sharing information, ideas and learnings simple and effortless. We've participated in research, shared case studies and input on thought leadership over the last year, all seamlessly facilitated by the DiR team, sharing these benefits with organisations both inside and outside of the collaboration community. This, along with five of our senior leaders being named in the inaugural Role Models for Inclusion in Retail Index, has been a marker of our initial progress on inclusion and diversity. We continually challenge ourselves and other DiR members to deliver on the Milestones Inclusion Plan, which encourages continual improvements in diversity and equity. The talent development programmes run by DiR have had a positive impact on every participant from across the Kingfisher Group, coaching them to build on their own reflective practices; stretch their networks and thinking; hear from inspirational role models and convert these learnings into actions that help drive their career forward.

What is your/your organisation's proudest DE&I achievement?

We shared an ambition in 2021 to set up a Group-wide Inclusion and Diversity Forum, and its launch and early success has generated an immense amount of pride across the Group. The Forum includes both senior leaders and representatives of colleague voices from every part of our business, including from our 16 affinity networks across the Group, and is chaired by John Mewett, Screwfix CEO. The Forum has established itself as an incubator for ideas to drive inclusion and acted as a megaphone to share successes. It is a positive force for change in the organisation and has tasked itself with stimulating actions which improve employee experience for all and sponsoring a campaign to drive allyship.

What is on your DE&I wish list for the future?

We know that if it were in the power of minority or marginalised groups to "solve" issues related to diversity and inclusion they would have done it already, so top of my wishlist for the future is that we find more ways to inspire and engage majority groups to play a greater part in creating inclusion for all.



Jessica Davies
Engagement & Inclusion Manager, Joules

What was your inspiration/motivation to become a Founding Member of DiR?

We were really excited at the prospect of becoming founding members of Diversity in Retail. We recognised as a business that we had a long way to go with doing what we could to ensure we were the most diverse and inclusive workplace. By becoming a member of DiR, it meant we had access to so many resources and connections to allow us to grow in this space and really showed our commitment to wanting to drive EDI forward at Joules.

What have been the positive effects/impact that DiR has had on your organisation in terms of our initiatives and our Collaboration Community?

At Joules we have had such a positive experience of being members with DiR. From the committee groups we attend to the courses and programmes that our leaders can go on. It's been fantastic to chat to like-minded businesses who are in a similar position that we are in. It's also been great to get involved in some of the initiatives that DiR has set. Something that had a big impact on us was having one of our colleagues selected for the Role Models for Inclusion Index 2022. This really highlighted the work we have been doing over the last year and was great that DiR recognised that.

What is your/your organisation's proudest DE&I achievement?

Following on from the last question, it has to be our 'life in full collection' which we launched for Pride month in June. Dan Matthews from our action group then got put forward as a Role Model For Inclusion with DiR after coming up with the idea and taking the lead. For us, this was the first time we had done a collection that centred around inclusion and it was a really positive step forward not only for our colleagues but also educating our customers and contributing some of the profits from the collection to a local community group.

What is on your DE&I wish list for the future?

We still have a long way to go and there is a lot we want to achieve from having an inclusion policy, providing educational resources and toolkits for colleagues, providing access and opportunity for those in minority groups to work at Joules and have a really successful career with us... the list is endless. EDI never stops and there is a lot of work we need to do but am definitely so proud of the steps we have made so far to get to the place we are today.



Maria Glasscock
Executive People Director, Selfridges

What was your inspiration/motivation to become a Founding Member of DiR?

We are delighted to be a founding member of DiR and part of the incredible work they do to champion more diverse and inclusive workplaces in the retail sector - something very close to our hearts at Selfridges. As a business, we're continuously dedicated to creating a space where everyone is welcome and delivering meaningful change for our team members and customers.

When working in this space, we believe it's important to be part of a network of like-minded professionals who share the goal of championing sustainable change, and being part of Diversity in Retail's network gives us the opportunity to learn from each other, celebrate successes, share challenges, and collectively create change.

What have been the positive effects/impact that DiR has had on your organisation in terms of our initiatives and our Collaboration Community?

Programmes such as the Ethnic Future Leaders Programme and the Global Female Leader Programme are great, impactful programmes which have enabled our nominated team members to really grow personally, expand their network and direct their careers more carefully.

What is your/your organisation's proudest DE&I achievement?

We are proud of the work we have done over the last two and half years to significantly move the dial in DE&I at Selfridges. There is more to do of course but we have a robust strategy outlining our focus for building an inclusive culture and have furthered this commitment by recruiting our first Director of Talent and DE&I this year.

In 2020, we listened to our team members and formed our own Selfridges Diversity Board to elevate the voices of our team members and help shape the direction of decisions in our business. The Diversity Board is made up of 12 individuals elected by our team members from different areas of the business who have a passion for change and actively listen to and share feedback with the wider business to continually inspire growth.

Within our first Project Earth Report published this year, we also shared our Diversity commitments publicly for the first time, including insight into our people strategy and intersectional data. You can read the full Project Earth Report [here](#).



David Wood
CEO, Wickes

What was your inspiration/motivation to become a Founding Member of DiR?

As the UK's largest private sector employer, retail is blessed with an incredibly diverse workforce and an abundance of talent. As an industry we have the responsibility, the challenge and also the opportunity to create the conditions where everyone, regardless of their individual characteristics, values, beliefs, and backgrounds is given equal opportunity and able to flourish. By working together we can bring about change much faster than if we are all working in silos which is what inspired and motivated me to become a founding member of Diversity in Retail.

What have been the positive effects/impact that DiR has had on your organisation in terms of our initiatives and our Collaboration Community?

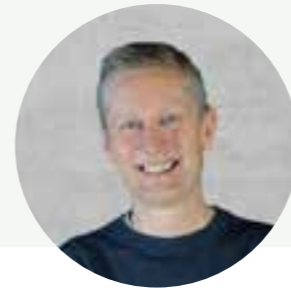
Being a part of the Diversity in Retail family has given us access and insight from other organisations, helped us identify if we are working on the right areas of inclusion and diversity and given our colleagues the opportunity to participate in some great programmes. For example, we've taken part in the Ethnic Future Leaders and Global Female Leaders development programmes giving our colleagues exposure to brilliant content and speakers, external network groups and mentoring and reverse mentoring. Being a DiR member, we've been able to work with other organisations on specific areas through DiR executive roundtables and various committees, which has proven invaluable in getting insights, advice and support on key topics and sharing our own knowledge and experiences.

What is your/your organisation's proudest DE&I achievement?

We have six amazing employee network groups within Wickes who work incredibly hard to raise awareness of the importance of inclusion and diversity as well as helping us to shape policy and make genuine change happen in the business. The leads of many of these networks have been recognised through national award schemes as outstanding leaders in their areas. I'm tremendously proud of the work they do to help all our Wickes colleagues feel at home and delighted they've got the recognition they deserve. It was also a high point to be recognised as No. 2 in the Top 10 UK retailers in the Financial Times Global Diversity Leaders 2022.

What is on your DE&I wish list for the future?

For us at Wickes our ambition is that all colleagues truly 'feel at home' when they come to work. The cornerstones of I&D at Wickes are our six employee networks who do an amazing job bringing this to life but there is always more we can do. Getting our leadership team actively involved in our I&D programme and supporting the tremendous work these networks do has to be a priority. We've got real momentum around I&D in our business, now it's about turning this into a company-wide movement to step change our progress in this area.



Kenny Wilson
CEO, Dr. Martens

What was your inspiration/motivation to become a Founding Member of DiR?

At Dr. Martens, we have made timeless, durable products for more than six decades. As we continue our journey, we are committed to standing by our belief in doing what is right for our people. Being a founding member of DiR is an extension of this commitment.

What have been the positive effects/impact that DiR has had on your organisation in terms of our initiatives and our Collaboration Community?

Our participation in the DiR development programs offered learning and growth opportunities for our employees and leaders.

What is your/your organisation's proudest D&I achievement?

As a global organisation, we have many 'mini moments' across our business every day. It is particularly meaningful to our people when we support the causes that our community is passionate about. For example, our ongoing commitment to support sexual orientation equity, both for our own people and our community of wearers, is something we are particularly proud of.

What is on your D&I wish list for the future?

To continue the work that we have begun and make meaningful progress. Diversity, Equity & Inclusion is firmly on our agenda and is a part of who we are as a business and as a brand.

DiR's governance

The insights and experience we gain from our Advisory Board Members is absolutely invaluable to DiR. Our quarterly meetings ensure we continue to advance in the right direction and provide expert guidance and value to our members to help them achieve their DE&I goals.

Chair



Tea Colaianni
Founder & Chair
WiHTL & DiR

Board Advisor



Elliott Goldstein
Managing Partner,
The MBS Group



Sue Kemp
Managing Director,
Associated
Independent Stores



Kenny Wilson
CEO,
Dr. Martens



David Wood
CEO,
Wickes



Laura Battley
Company Secretary/
General Counsel,
Watches of
Switzerland



Simon Roberts
CEO,
Sainsbury's



John Mewett
CEO,
Screwfix



Debbie Robinson
CEO, Central England
Co-operative



Koreen Fader
CEO,
QVC UK

Views from our Advisory Board members

“I am delighted that Sainsbury’s is a founding member of the Diversity in Retail group. We are committed to being a truly inclusive organisation where colleagues can fulfil their potential and where all of our customers feel welcome when they shop with us. Collaborating with other retailers and sharing best practice is good for both the retail industry and for enabling a more inclusive society.”

Simon Roberts, Chief Executive Officer, Sainsbury’s

“For the past 61 years, Dr. Martens has consistently been a brand driven by the diversity of our wearers, and the people that work for us. I truly believe that a workforce which is diverse at all levels is an imperative part of a businesses’ success, and an important indicator to customers of being who you say you are as a company. By joining the other organisations that have also chosen to support Diversity in Retail, Dr. Martens commits to cultivating a culture and environment where everybody can be empowered, included, and can thrive at work. We will champion the under-represented, create space for conversation, and support our peer businesses by sharing best practice as we work together to highlight this critical topic.”

Kenny Wilson, Chief Executive Officer, Dr. Martens

“We are honoured to join Diversity in Retail and are proud of the progress we have made so far with our Diversity, Equity and Inclusion journey at QVC. Reflecting on the DiR Mission – that through collaboration we can amplify the impact of individual initiatives and together we can have a bigger, louder voice for the good – I am inspired to accelerate our progress internally, share our successes externally, and deliver tangible positive impacts across retail together.”

Koreen Fader, Chief Executive Officer, QVC UK

“I am incredibly proud that Wickes is a founding member of the Diversity In Retail Collaboration Community as we continue to develop our inclusion journey. At Wickes, we thrive on creating a space that allows our colleagues to be their authentic selves. We absolutely value diverse communities as they challenge our way of thinking, pushing us to evolve and establish policies that represent our people, who are without a doubt our most important assets.”

David Wood, Chief Executive Officer, Wickes

“It’s a real honour to be joining the Diversity in Retail community as a member of the Advisory Board. Embracing inclusivity, equality and diversity is of huge importance to Central England Co-op as reflected in our purpose of creating a sustainable society for all. Inclusion is crucial in developing a dynamic workforce for the future where everyone feels valued, appreciated and respected, and it’s also personally very important to me, as everyone has the right to be given equal access to opportunities in order to fulfil their potential.”

Debbie Robinson, Chief Executive Officer, Central England Co-op

“We believe that driving innovation within the sector is vital, and this can be achieved through supporting a diverse range of viewpoints, beliefs and attitudes - to ensure we help businesses thrive, make them inclusive, and help them be relevant for the world we live in today. Working with Diversity in Retail will help us achieve this goal.”

Sue Kemp, Managing Director, Associated Independent Stores

DiR Community Survey

The purpose of this survey was to capture the views and priorities of our retail members on the subject of diversity, equity and inclusion and form a deeper understanding of how Diversity in Retail and its Community can best support the sector. It is encouraging to learn that 80% of our members already have a dedicated DE&I resource and strategy, and that engagement by Boards and Exec Teams is at the upper end of the scale. Our members look to DiR's business network to gauge what is happening within the retail sector and to align with others on how to create a positive impact in their own organisations but also to the sector as a whole. They highlight the importance of developing the right leadership skills and best practices in order to remain agile and relevant in their organisation's DE&I journey, and how bringing people together in this Community helps force the agenda.

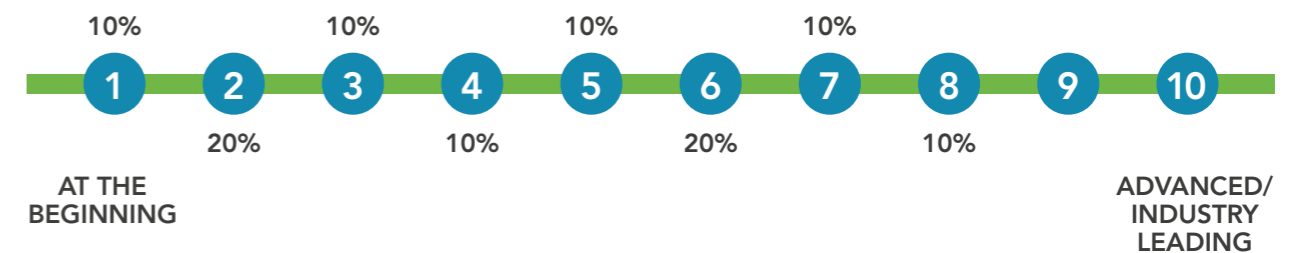
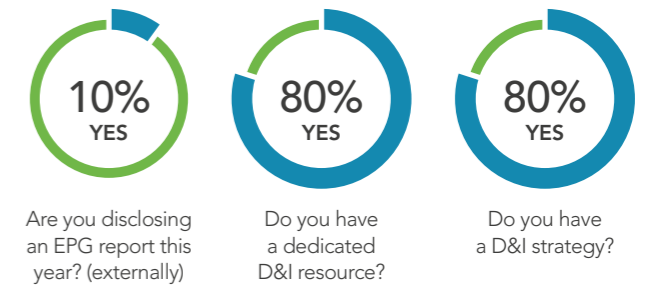
Your organisation's DE&I journey

Using a scale of one to ten, we asked the DiR Community where they considered themselves on their DE&I journey and then questioned the reasoning behind their responses. They explained: After plotting respondents on a scale of one to ten, we questioned the reasoning behind their responses and we provided with the following:

- We have established networks, a clear strategy and are winning awards and external recognition in this space. Our colleagues and managers are also clear on what Inclusion and Diversity means to us and their role within that
- We are currently in the awareness stage. We have work underway to develop this further with the recent introduction of a DEI specialist. They are currently looking at mapping out our DEI strategy
- We are still learning a lot about DE&I and have just kick-started our 12-month strategy.
- We don't yet have the ability to monitor any data – we are at the start of collating that in order to set goals

- We have developed a strategy, have board sponsorship in place and clear building blocks but yet to deliver initiatives/activity.
- Our colleagues and managers are clear on what Inclusion and Diversity means to us and their role within that

Feedback from members outlined the importance of being able to gauge what the retail industry is doing as a whole and how DiR supports them with skills development and stretching to do more in their DE&I ambitions.



The impact of DiR

Twelve months since the launch of DiR, the committed engagement of retail members to our community has highlighted comparable issues to WiHTL but has also revealed alternative perspectives. We asked several members about their DE&I achievements to date, their plans for the future and how being part of the DiR Collaboration Community is helping to achieve their goals.



Ian Glendinning

Reward & Policy Director, Specsavers

What have been your key DE&I achievements this year?

We have agreed our first truly global commitment and strategy to help Specsavers continue to have an inclusive culture where our colleagues are proud to belong. We are launching our new commitment to DE&I in October 2022 to all parts of the business and it's backed by a strong and practical 10-point plan of activity to help us continue to make Specsavers even more inclusive going forward.

What impact would you like to make in the coming 12 months?

We're striving to make our commitment to diversity and inclusion really clear and visible to all of our 40,000+ colleagues in 2022-23, while also helping everyone to role model inclusivity. In the next 12 months, our aim is to ensure all colleagues and leaders understand their role in creating, leading and contributing to an inclusive culture where everyone feels welcome. We're also focusing on ensuring everyone within Specsavers feels connected to our DE&I agenda through capturing demographics, improving our listening channels, introducing a global communication plan to acknowledge and celebrate inclusion events, and enabling our 7 global Colleague Networks Groups to flourish and deliver on their aspirations.

How has DiR helped in advancing your DE&I journey and how/why have you been involved in our programmes and events?

Our partnership with DiR has really helped to inform our key areas of focus to underpin our new DE&I strategy. We have a strong 12-month plan thanks to DiR that will really help us understand how we can be even more diverse and inclusive in the future. Our involvement in the DiR committees has helped inform how we capture demographics whilst also helping us to make connections with other organisations to share best practice for our Colleague Network Groups.



Lizi Bunting

Brand Partnerships Development Manager,
Sainsbury's

The first of its kind in the UK retail sector, the Thrive with Sainsbury's initiative is a £1million investment, delivering a free 16-week programme designed to support Black founder-led brands on their journey from start-up to supermarket shelves. Broadening opportunities for ethnically diverse communities makes moral and commercial sense. As one of the UK's biggest retailers serving millions of customers each week, Sainsbury's recognises the responsibility and role it has to change this narrative, and knows it must use its size and scale to make a real difference to Black communities. Sainsbury's wanted to implement a programme which would lead to meaningful change to its customers, its business and to the retail sector. The objectives are to drive greater diversity, equity & inclusivity in the supplier base – both a strong brand and commercial proposition - and to drive better innovation.

This programme offers significant grant funding alongside more than 150 hours of practical 1:1 and group support for 9 founders to help them grow and scale their business to be shelf ready. It launched in July 2022 and will finish in February 2023 when the selected brands will secure a listing for next financial year.

Being an inclusive place to both work and shop is central to Sainsbury's values. This initiative complements other pillars Sainsbury's has in place to improve diversity and equity within its supply base, to better represent its colleagues and customers, and in turn deliver better innovation.

- *From a supplier perspective* – As well as Thrive, Sainsbury's Touch of Psalt programme (activated through the purpose-led brand accelerator AddPsalt) further advises, guides, and accelerates existing and new Black-owned brands on the portfolio to drive critical scale up.
- *From a colleague perspective* – Sainsbury's has published ethnically diverse figures and with that Black representation targets for its senior leaders to be achieved by 2024. Sainsbury's has tripled its investment in its ethnically diverse colleague development programme, now having run three cohorts and taken over 75 colleagues through it.

1,400 of its senior colleagues have undertaken race fluency training, helping them to talk more confidently about race and ethnicity, and better understand the experiences of our ethnically diverse colleagues. Sainsbury's has adopted the Halo Code – the UK's first Black hair code to protect colleagues who want to come to work with hairstyles that both reflect them as individuals and welcomed in the workplace. Sainsbury's has also run mentoring schemes for its most senior leaders where they not only mentor ethnically diverse colleagues within our business, but receive mentoring themselves from those colleagues about their lived experience in the workplace.

- *And finally, to its customer offering* – Sainsbury's has expanded its ranges by over 350 products to better support ethnically diverse communities, including over 50 new African and Caribbean products, from snacks and drinks to condiments and spices. Sainsbury's has also expanded its range of black and ethnically diverse hair and skin care products across our store base and is beginning to expand its ranges in its General Merchandise proposition as well.

The success of this programme will be measured against the brands which are set up and capable to launch in retail at the end. Sainsbury's will also be conducting regular listening exercises with the cohort to ensure the programme is fitting their needs and meeting its objectives. This, alongside its complementing diversity initiatives, aims to quadruple the number of Black-founded brands on the Sainsbury's portfolio. It's vital to take colleagues on the journey throughout the programme too – both giving the brands the best possible chance of success at the end, as well as providing inspiration for those outside of the nine founders.

The Role Models for Inclusion in Retail Index

Hosted by DWF in the fabulous surroundings of their offices at 20 Fenchurch Street, DWF CEO Sir Nigel Knowles provided a warm welcome to all those nominated for the first Role Models Index. In partnership with The MBS Group, this in-person celebration included a keynote speech from Sainsbury's CEO, Simon Roberts, who acknowledged the outstanding contribution to advocating for inclusion achieved by all the nominees. We heard a heartwarming speech from Anu Khalifah, Deputy Manager at the Watches of Switzerland Group, who has become a role model for inclusion within her organisation, just one of a select group identified for being inspirational individuals in the retail sector who have proven their commitment and dedication to creating equity in the work environment. In leading by example, these role models have helped promote positive change.

"A culturally rich environment enables real diversity of thought and the ability to better communicate with one another."

Mandip Kaur, Regional Manager at Currys

Watch the video [here](#).

"On behalf of Sainsbury's I want to offer a huge congratulations to all those who have been featured in the inaugural Role Models for Inclusion in Retail Index. As a founding member of Diversity in Retail, inclusion is something that all of us at Sainsbury's are incredibly passionate about and this is such a fantastic opportunity to recognise and celebrate these exceptional individuals who are driving change across the industry."

Simon Roberts CEO, Sainsbury's





WiHTL & DiR: cross-sector collaboration

The launch of Diversity in Retail last summer was as a response to very similar challenges being felt in the retail sector, and while WiHTL and DiR are 'sister' initiatives covering different sectors, it has been immensely rewarding to be able to facilitate the increased collaboration between the members of these two communities. The following chapter brings to life how members from both communities are progressing their DE&I journeys and how collaboration in all its forms has made a positive impact to both the organisations and individuals who work for them. In this chapter, we outline initiatives, case studies and best practice from WiHTL & DiR individually but also where we have brought the two communities together enabling us to positively impact a joint total of 3.3 million employees.

Investing in diverse talent

Our leadership development programmes such as the Global Female Leader Programme (GFLP) and the Ethnic Future Leaders Programme (EFLP) have multiple purposes. Firstly, they are designed to uncover and highlight talent from an underrepresented group and help organisations to build and develop their pipeline of diverse talent. Secondly, our programmes are designed to develop the skills and confidence of the delegates who take part in them, enabling them to harness their strengths and create a step change in their career. Each programme includes sessions that focus on discovering strengths, building confidence and understanding the power of a personal brand and network.

We have seen first hand the incredible impact these programmes have had on the lives and careers of those who have taken part. Some have had job promotions, others have started their own DE&I initiatives within their organisations, and all have said that they have graduated with an enhanced sense of purpose and increased confidence in themselves and in their vision for the future.

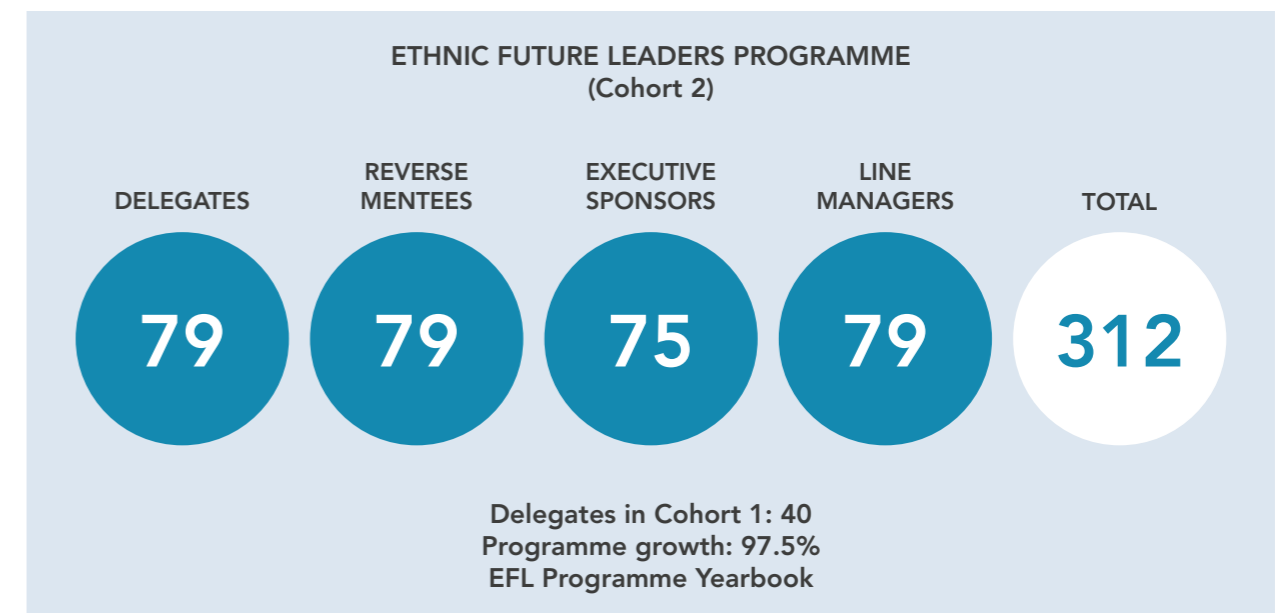
The Ethnic Future Leader (EFL) Programme: Cohort 2

After the resounding success of the inaugural cohort for the Ethnic Future Leaders Programme last year, a doubling of delegates for the second cohort highlights the continuing passion our member organisations have for creating positive change. This programme aims to improve ethnic diversity in leadership through identifying and investing in existing high-potential employees from diverse ethnic backgrounds and supporting their progression into more senior roles across hospitality, travel, leisure and retail.

We started Cohort 2 with a fabulous virtual kick-off event where we welcomed the 300+ people who were to be involved over a six-month period including Line Managers, Reverse Mentees, Executive Sponsors

and 23 inspirational speakers, all of whom worked together with the 79 delegates looking to further their knowledge and their careers. We also heard once more from the inspirational René Carayol who gave an inspirational speech that included the importance of programmes such as the EFL. This latest programme exceeded all expectations and the feedback – as published in the EFL Yearbook 2022 – returned some phenomenal comments. Read Anu's reflections in the Yearbook on her programme experience (below) and watch our video in which delegates provide an insight into their experience.

We would like to thank McDonald's for their support in producing this programme.





EFL Graduation

The EFL Programme graduation took place virtually in April. The second cohort heard from another inspirational keynote speaker, June Sarpong, and enjoyed, reuniting with their peers to celebrate their journey during the six-month's learning.

Watch the Graduation video [here](#):

ANU KHALIFAH DEPUTY MANAGER, WATCHES OF SWITZERLAND

Every speaker's journey on this programme has resonated with me with regards to my personal and professional journey. It has reminded me that I have the power to change and champion diversity and ethnicity within my own organisation. I have learnt that I have a responsibility to ensure I use my voice in a constructive way that allows others, and myself, to be heard. Learning this has enabled me to recognise how to utilise my own strengths to accelerate my own progression. Most importantly, I have learnt to recognise that our differences are our strengths.

The workshops and the virtual roundtable discussions have been extremely insightful as they have provided me with the tools to engage in meaningful DE&I conversations. The roundtable discussions with inspiring leaders have encouraged me to elevate my own profile by networking with those in senior positions in my organisation and the wider community. The workshops, led by industry leaders, have helped me to identify authentic confidence-boosting strategies, such as positive self-reflection and overcoming imposter syndrome, to allow us to show our full potential.

As a result of this programme, I am now a part of the Diversity Council for my organisation and contribute to building a more diverse and inclusive workforce both within my organisation and the wider industry.

AMBILY JOSE SENIOR TALENT OPERATIONS SPECIALIST, EMEA, AIRBNB

The last 6 months flew by and I am so grateful to have met and learned from so many inspirational leaders and peers in the Hospitality, Travel and Leisure industry.

The program helped me to reflect on my priorities and reaffirmed my ambitions. I got to be a more authentic version of myself, and learn from others through thoughtful workshops.

MIRANDA SIMMS SENIOR PROCESS MANAGER TUI

It has been an eye opening, thought provoking and informative experience, that I have had the pleasure of sharing with many inspirational leaders such as Jenny Garrett OBE and June Sarpong and peers in the Hospitality, Travel & Tourism industry. A journey that I will take many shared learnings from and apply in the future.

I am also super proud to announce that I am now a member of TUI UK&I Diversity Equality & Inclusion Steering Group. Being part of this group is extremely exciting for me. It's an agenda that is truly close to my heart and one that I am extremely passionate about driving change in. Having diverse representation in Senior Executive roles for our children to see as the norm and aspire to be like is fundamental! "You can't be, what you can't see" is a narrative that must change! Now I will be able to help shape our #DEI strategy ensures sufficient focus on key areas as part of this group. I am honestly proud to say I am part of an organisation that is focused on driving change to foster a truly inclusive business that represents the diverse world we live in.

Inspired by her new learning, Miranda and another TUI colleague who participated in the EFL Programme have subsequently launched a new network called TUI CAN which brings together TUI colleagues from a Caribbean and/or African background and all those who would like to be involved in learning more, supporting the group and celebrating those with an Afro-Caribbean heritage.



The Ethnic Senior Leaders (ESL) Programme: Cohort 1

The ESL Programme was launched in spring 2022 with the remit of supporting and guiding ethnic senior leaders towards promotion to Executive Board level. It is aimed at those preparing to take on increasing levels of responsibility and greater challenges as they move into more senior leadership/management roles. With only 17 in the cohort, delegates had the opportunity to build meaningful networks, focus on leadership strategies and how to navigate the corporate environment. Cohort 1 was in partnership with Hilton and McDonald's.

A second cohort started in 2022.



JYOTI TAILOR
VICE PRESIDENT FINANCE EMEA
HILTON

"This journey that I have been on with WiHTL has enabled me to see the strengths of my differences, emboldening me to feel a sense of belonging in any room with any people and making me proud to say that I am a British Indian woman."

LIANNE CORRIETTE
DIRECTOR HR CORPORATE FUNCTIONS
IHG

"An energising programme that can kick-start a journey of self discovery; provoking you to continue to think about the leader you want to be, the legacy you want to create and rethink traditional career routes, options and timings."

ESL Graduation

The ESL Graduation took place at the London Hilton, Park Lane. A wonderful venue to celebrate the conclusion of a groundbreaking programme. We heard from groups of delegates who shared their experience of the programme and how it had supported them to further develop their careers.

**ETHNIC SENIOR LEADERS PROGRAMME
(Cohort 1)**

DELEGATES

17

The Global Female Leader Programme (GFLP): Cohort 3

Our very first leadership development programme has now completed its third cohort, with a fourth being launched in November 2022. Designed as a unique, comprehensive, cross-industry programme aimed at providing a series of experiences and learning opportunities to support career progression for high potential female leaders the latest group reached 107 delegates, each of whom worked with a mentor. This programme was supported by AlixPartners.

It made me realise that I have to stop worrying what other people think and how I come across, it's impossible to be perfect and I can only be ME. What's even better...is knowing I got the job just by being me...having self-awareness, knowing your strengths and weaknesses and being honest about them to others. The support from my mentor helped me immensely and I will look to continue the phone calls for his guidance.

Thank you so much to everyone involved!

GFLP Graduation

We celebrated the Graduation of the third cohort (107 graduates) at an in-person event at AlixPartners' spectacular offices. There were a variety of inspirational speeches on the day including from Paul Pomroy (Corporate SVP Intl. Operated Markets, McDonald's), Clare Kennedy (Managing Director, AlixPartners), Dhara Stead (Head of Commercial Finance & FP&A, Prezzo), Tolani Ledejo (Operations Manager, Sainsbury's), Penny Hughes (Chairwoman, Riverstone).

Gillian Unsworth, Head of Gender & Workplace Equality at the Government Equalities Office, who attended the graduation, said:

"Creating gender equality in the workplace isn't just the right thing to do, it also makes good business sense. Diverse workforces are more productive and better able to respond to economic challenges. It's great to see this cohort of women leaders graduating with the tools to not only reach their full potential but also to make a difference to gender equality in their companies and beyond".

The fourth cohort of the GFLP has started this autumn and we are delighted to be supported by AlixPartners in the production of this hugely successful programme.

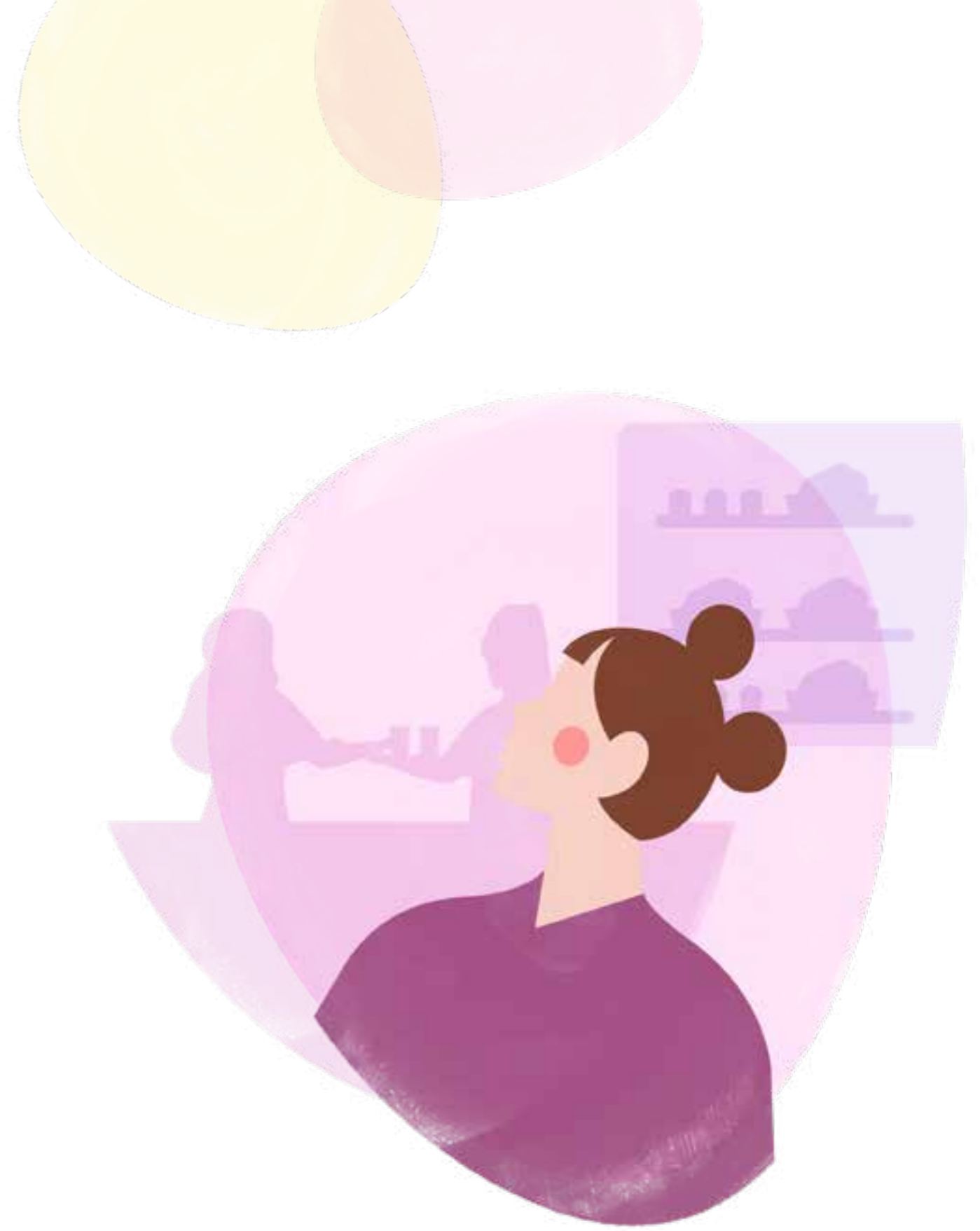


CAREN GEERING
REGIONAL OPERATIONS DIRECTOR
STARPUBS

The whole event was hugely inspiring and motivational for me. All the roundtables were, but what stood out for me was listening to Sonia Davies, who actually gave me the boost and self-confidence to apply for my next role which resulted in me getting a promotion to Central Operations Director in Star Pubs & Bars.

The Female NED Programme

Created as a response to demand for enabling female leaders to push for executive roles, our latest leadership development programme, the Female NED Programme was launched this autumn and is specifically designed to prepare female leaders for non-executive director roles and support them in understanding the skills required, how to find and secure the right role, and how to add strategic value in the boardroom. Our first cohort started in September 2022. We would like to thank McDonald's for partnering with us on this programme.



Collaboration in action

The amplifying effects of collaboration are at the absolute heart of WiHTL and DiR's ethos. We are also delighted to see the growing cross-sector collaboration between the WiHTL and DiR community over the past 12 months.

There are numerous examples of member organisations coming together to discuss best practices but also share new ideas through the many opportunities for collaboration, from the HR Leaders WhatsApp group conversations, committee meetings and DE&I leaders coming together for a Lunch & Learn session or roundtable discussions. Our development programmes are also a great example of collaboration and cross-industry networking. As we look ahead, we hope to maintain this momentum and look forward to bringing more of our members together to share, learn and achieve their respective DE&I goals. Throughout the next section we will be sharing some examples of collaboration and the impact it has had for the companies involved.



Sodexo, Whitbread & Nando's

DE&I leaders from Whitbread, Sodexo and Nando's came together for a conversation around ethnicity pay gap reporting and more specifically, how to bring gender and ethnicity into one intersectional analysis. Janet Tidmarsh Head of DE&I at Whitbread explained the importance of collaborating with other organisations:

"From my perspective, collaboration is absolutely critical to making DE&I part of a societal change. We are all doing similar things in our respective businesses, usually part of small teams trying to drive change. There is no blueprint for success in this area. Spending time with other companies who are at different stages of that journey is really empowering – not only does it give us a community of (very generous!) people who are all trying to make the world a bit better, it also often gives us solutions to real problems from people who have faced them before. There is a really generous spirit to the DE&I community which I love."



Reverse mentoring: Odeon and Wickes

Cross-industry Reverse Mentoring plays an important part of the Ethnic Future Leaders Programme and involves a senior colleague from one organisation being mentored by an employee from another organisation in a more junior position who, from a diversity and inclusion perspective, is different from them in some way, and therefore experiences their career differently.

Reverse Mentoring enables senior-level executives to build awareness of the barriers faced by those from diverse and underrepresented groups, who are given an opportunity to share their unique and often unheard insights. The power of creating cross-industry partnerships is it allows for both parties to be more candid, vulnerable and allows for more open conversations with greater impact.

Colin Contini, Divisional Director at Wickes (Mentee) and Tonika Williams, Cinema Experience Manager at ODEON (Mentor) found their experience both positive and productive. Colin explained:

"Inclusion and diversity is a journey we're going along well. I think we're doing a lot of really good work as a business. However, this was around what you don't know and what you can learn from other businesses and from other individuals. I've definitely learnt a lot from Tonika but I've also learnt from ODEON. One thing that's happened on the back of this relationship is that Tonika came along to one of my divisional meetings and presented to my team so they also got the benefit. I then went to ODEON and spent some time with Tonika and her team, sharing some of the things that the two businesses are doing. It goes much broader than the individual relationship."



Reverse mentoring: Fuller's and Wickes

Dawn Browne, People & Talent Director at Fuller's was matched with Pritesh Bhudia, Category Supply Manager at Wickes for the Reverse Mentoring section of the second Ethnic Future Leaders Programme cohort. They shared insights on their experience:

Dawn Browne:

"I have learnt so much. When I joined the programme, I was hopeful that I would be matched with someone who would allow me to ask questions. I was excited to hear and learn from someone else's experience. Prit made this possible. He said to me, 'It is about the assumptions, the unconscious bias' – like people confusing skin colour with religion. That stayed with me. I learnt that sometimes the right way is just to ask. It is sometimes impossible to walk in someone else's shoes, so if I ask, I can understand more. My confidence and ability to have those conversations have changed completely.

I don't think Prit understands how inspirational he is. Thanks to the conversations we have had, I have now organised for the senior executives of our company to have diversity training. Prit has changed a whole organisation and his willingness to share has made my journey much easier. It's been fascinating and such a privilege."

Pritesh Bhudia:

"At the start of the Reverse Mentoring, I didn't have any preconceptions as such. I felt a bit overwhelmed about relating to senior leaders, but I used this as an opportunity to get what I wanted out of it. I thought about what I wanted to share within the mentorship and what I wanted to get out of it. I took it as a two-way relationship.

We had our first online meeting to introduce ourselves and break the ice, and that helped the following face-to-face meetings. Dawn put me at ease by saying that she was there to listen and absorb from me. I allowed her to ask all kinds of questions, because to me this process is a learning opportunity. If people ask questions, it is because they want to learn.

When we first started, I said I didn't think I had experienced any discrimination in my career. Throughout the conversations and when I look back now, I realise in fact, I did. There was unconscious bias present, but I can now accept that.

It was revealing to me to have conversations with senior leaders. Sometimes we think that because of their role they know everything. I realise they don't. This is not a right or wrong topic: it's a grey area. Ask me questions and I'll be honest."

Family Policy Lunch & Learn session

Borne from an HR Leaders' WhatsApp conversation, a cross-sector 'Lunch & Learn' session was organised for several of our WiHTL/ DiR member organisations to discuss each other's approach to family policies. Pret a Manger, Sweaty Betty, Carnival, ODEON, Stagecoach, Welcome Break, Very Group and Sodexo met to talk through key topics which included: enhancements to family leave and pay; shared parental leave; fertility; pregnancy loss and policies relating to inclusiveness for partners and families in general.



Compass and Selfridges

Facilitated by WiHTL, Mel Aston, Diversity & Inclusion Manager at Compass UK&I and Jo Riddell, Head of Employee Relations, Policy and Wellbeing at Selfridges were connected to discuss several DE&I topics which benefited both of their organisations.:

Mel:

"WiHTL had shared a post from Selfridges about a recent baby loss/fertility policy and we were exploring this for Compass UK&I. I reached out to Tea to connect us and we had a great call to discuss what Jo had done, what challenges she'd encountered and what points I should bear in mind along with copies of her policies. It was so helpful. Sharing real experiences is invaluable and a great way to learn and get practical advice. We also discussed other DE&I related topics and I'm sure we will continue to share best practice in these areas in the future."

Jo:

"It was a great opportunity to collaborate and I was super grateful to Mel for sharing the work that she has done in other DE&I policies."



IHG and PizzaExpress

Tieran Bhuhi, Senior Corporate Communications Manager at IHG produced an article based upon a conversation with Mandy Kaur, Legal Director at PizzaExpress during an employee network group meeting. 'CALL ME BY MY NAME' gives tips on how to navigate the challenges of pronouncing people's names correctly and therefore ensuring that everyone feels a true sense of belonging at work.

Tieran:

"Having connected with Mandy through the WiHTL EFL programme, I was inspired by how she shared her personal stories to demonstrate resilience and break down barriers around identity. As part of IHG's employee network for ethnicity, EMbrace, we were keen to explore this theme in a way that was practical and educational for our colleagues. As part of our regular event series, we set up a call with Mandy as guest speaker, looking at the connection between name and identity to leave our network members, allies and colleagues with insight, tips and guidance.

Mandy shared so openly and bravely the experiences that impacted her that it generated hugely meaningful, relatable discussion. That conversation subsequently led to the creation of some guidance for our members on how to navigate conversations around names."

Mandy:

"Just like cross-functional working is celebrated and encouraged within businesses, collaborating with businesses within our sector creates a greater understanding and respect for one another."

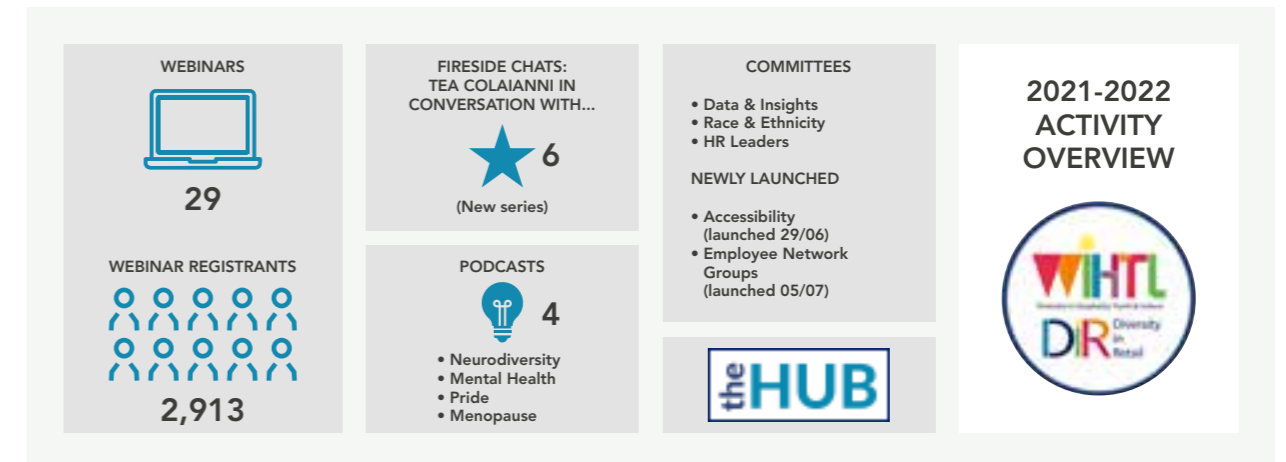
Supporting our Communities

Our aim is to provide member organisations with multi-dimensional support in achieving their DE&I ambitions. From our committees, the events and webinars we have hosted, to surveys and reports we have produced, feedback has been incredible and confirmed the commitment of our members to continuing to move the dial towards equity and inclusion.

With the breadth and depth of our resources expanding year-on-year, we have now collated all our webinars, podcasts, research and other resources into a user-friendly digital platform – The Hub – to which all member HR/DE&I Leaders have access.

Between WiHTL/DiR, expert partners and the Collaboration Community as a whole, we have created a phenomenal amount of content over the past 12 months in order to keep pace and often preempt our members' needs and requests.

Webinars



While our main emphasis remains focussed on gender and race & ethnicity, we recognise that our members look to our Communities for advice and insight on other topic areas within the diversity and inclusion sphere. We have therefore broadened our scope to encompass all the main protected characteristics within the content we produce.

Of the 29 webinars we have hosted in the past twelve months, we have covered key dates in the DE&I calendar such as International Women's Day, Black History Month, Disability History Month, Trans Awareness Week and Mental Health Awareness Week. We have addressed structural racism, analysed the gender pay gap, and discussed social mobility and menopause. The importance of allyship has featured in two sessions and we have started a two-part series on intersectionality, our theme for this trimester.

Wellbeing and belonging have also been uppermost in our schedule and we have invited guest speakers to provide deeper understanding about self-confidence and awareness in both personal and professional situations, and covered the importance of psychological safety in the workplace. As we move into 2023, we will continue to focus on the topics which are most relevant to our Communities – both from inside their organisations as well as from external influences.

- **Employee Network Group (ENG) Conference**
 In a first-time ever Employee Network Groups digital conference across HTL and Retail, WiHTL & DiR brought together Co-Leads/Chairs, Executive Sponsors, DE&I Leaders and colleagues involved with their organisation's Employee Network Groups, to share knowledge and experience. Attendees from across Europe and the United States joined cross-sector speakers to better understand the mechanics behind network groups and to discover how they can unite employees from underrepresented groups to benefit the organisation as a whole.

"This Conference was highly thought-provoking with excellent panel contributions. The breakout session was also great to share practical tactics."

Conference attendee

Podcasts

- **Neurodiversity: autism acceptance.** One year ago, WiHTL/DiR Director Joanna Auñon hosted two podcasts to mark autism acceptance month. One of the podcasts was with parents of neurodiverse children, which focussed on how employers can nurture neurodiverse talent and support parents with neurodiverse children. Twelve months on, this latest episode spoke to some of the same panellists to discuss what progress has been made, and what more needs to be done to encourage understanding of autism and neurodiversity in terms of acceptance and opportunities in the workplace. Guests included Veena Marr, Executive Search and Leadership Consultant at executive search firm Spencer Stuart and Eleri Dodsworth, Partner at Stanton Chase, Executive Search & Leadership Consultants.
- **Pride at 50: the importance of intersectionality.** WiHTL/DiR Director Joanna Auñon was joined by two fantastic panellists: Polly Shute, Head of Corporate Partnerships at Pink News and Co-Founder of Out and About, and Geoffrey O. Williams, Vice President and Global Head of Diversity Equity & Inclusion for Burberry to explore the importance of intersectionality in the context of Pride celebrations.
- **Menopause:** Lauren Chiren, CEO and Founder of the organisation Women of a Certain Stage and specialist Executive Health and Menopause at Work Coach joined us to discuss how much there is to be done to make the topic 'the norm' and what organisations can do to further support women's health and wellbeing.
- **Mental Health:** This podcast introduced guests Andres Fonseca, CEO & Co-Founder of Thrive: Mental Wellbeing and Kerri Bailey, a Research Scientist for Thrive. Their conversation focused on the results of research undertaken exploring the correlation between perceived levels of inclusion within the workplace and overall mental health. An in-depth survey within the HTL and Retail sectors produced practical advice to ensure that organisations can best manage the wellbeing of their teams and how it makes business sense to focus on inclusive practices that build positive mental health outcomes for employees.

Collaboration

With the addition of two new committees this year – the Employee Network Groups Committee and the Accessibility Committee – we now have five specifically dedicated groups for our members to collaborate and discuss current needs and requirements within the DE&I sphere. Each member of our Collaboration Community is encouraged to have a delegate attend each meeting. Apart from the HR Leaders meeting, participants can come from any function as long as they have a personal passion for the topic and are able to influence the group as well as effect change in their own organisation.

“The support from WiHTL directly and the webinars and resources provided are extremely helpful and useful to me but also to the wider company. Participants on the programmes are really positive about their experiences, learnings and networking that they provide. I also find the Committees really helpful to share best practice and connect with people in similar fields that are approaching similar topics.”

Mel Aston, DE&I Manager, Compass

HR Leaders Community

→ 140 Committee Members from 96 organisations

The HR Leaders Community meets every quarter to share best practices, network, hear of progress across the industry and hear from guest speakers on various topics. Our June meeting was held in-person at the fantastic DWF offices in London where members shared their top DE&I priorities. Forty-one member organisations were represented at the September meeting and we were delighted to welcome attendees from non-member organisations to listen to our two guest speakers: Louise Hughes, People Director at Moto who discussed their DE&I approach and Emily Trant, Head of Impact & Inclusion at Wagestream suggested ways in which employers can help employees with the increased cost of living.

Race & Ethnicity Committee

→ 72 Committee members from 55 companies

The Race & Ethnicity Committee is focused on raising awareness around race and ethnicity, bringing it to the forefront of the diversity and inclusion agenda within the HTL and Retail industry. Established in June 2020, the Race & Ethnicity Committee includes individuals who are passionate about progressing the conversation on racial equality across the hospitality, travel and leisure industry.

The Committee supports the creation of best practices, tools, webinar content as well as advice on how best to raise awareness and improve educational programmes.

Currently, the Race & Ethnicity Committee is in the midst of co-creating a toolkit to help build awareness and provide educational resources that can be used across the sector.

Data & Insights Committee

→ 53 Committee members from 40 companies

Robust data is the cornerstone of any DE&I strategy. At the quarterly Data & Insights Committee, the group discusses and shares the best way to engage employees to disclose their demographic data, and then how to collect and analyse this data to enable organisations to make progress based on robust evidence. Shani Dhanda, an inclusion and accessibility strategist, joined a recent meeting and provided advice on how to capture data on employees with disabilities. Accessibility Committee Members also joined to hear Shani's insights on capturing this data.

Reports and resources

Accessibility Committee

→ 28 Committee members from 21 organisations

A number of member organisations had enquired about support around accessibility which led to the launch of the Accessibility Committee in June. The Committee's purpose is to create awareness and education around the challenges faced by those employees and customers who identify as having a disability, either visible or invisible, and devise tangible actions to tackle those challenges which can be implemented across all organisations. It is aimed at anybody who has an interest in the topic of disability, neurodiversity and accessibility.

Delegates attending the inaugural meeting heard first-hand experiences from several members and the importance of raising awareness internally, education, reaching employees with no access to computers, and negating the impact of implicit bias and existing social constructs. Dr Krystin Zigan, Director of Studies MSc Management/Health Care Management, Senior Lecturer in Strategy at the University of Kent Business School, presented the disability research she and her colleagues at the University of Surrey Business School and University of Namur, Belgium are currently running. This is qualitative research on how employees experience disability and how employers handle disabilities. The research is open to any role in the organisations and the results will be shared with the Committee. Other speakers included: Jenna Faulkner, Legal Manager at PizzaExpress, Mel Aston, Diversity & Inclusion Manager at Compass Group UK & Ireland and Carly Tait, Diversity, Equity and Inclusion Business Partner at JD Sports Fashion plc and Paralympian.

Employee Network Group Committee

→ 33 Committee members from 22 organisations

After the success of the ENG Conference in February, we reacted to the clear need from the WiHTL/DiR communities to provide a central point for our members to connect ENG's. The purpose of launching this Committee was to give Employee Network Group Chairs and Co-Chairs the opportunity to collaborate and share best practice in order to make their Groups even more impactful. It is also a chance for those interested in creating ENG's within their organisations to ask questions and learn from others in the community. During the inaugural meeting in July, member organisations shared insights into their ENG structure and outlined topics they would like to be covered in future meetings such as exploring successful Executive sponsorship and involvement, cross-industry support and sharing best practices, and exploring how to run groups across multi-locations and timezones.

The HUB

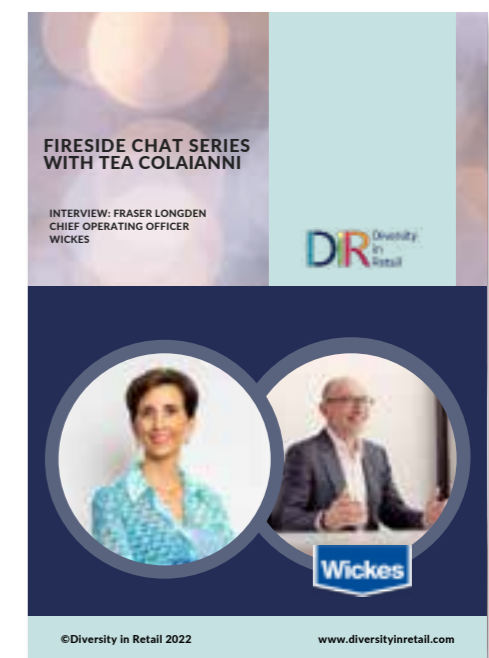


The Hub was launched in September and is our new community platform to further enable collaboration and a central place to access all our content, thereby adding an additional communication channel. It includes a forum for conversation and networking between all members, and gives access to a calendar of upcoming events and key dates, our full content library of webinars, podcasts, reports and research, updates from WiHTL & DiR and resources shared by our members. There is a dedicated and private section for all development programme participants to access resources relating to their programme and for networking amongst their cohort peers.

To watch a video introduction from Tea Colaianni, Founder & Chair of WiHTL and DiR, click [here](#).

Fireside Chat Series

WiHTL and DiR Founder Tea Colaianni welcomed a series of industry leaders from across both HTL and Retail for a Fireside Chat, uncovering a wealth of experience and expertise within these sectors. Moni Mannings NED at easyJet and Cazoo, Deborah Robinson, CEO at Central England Cooperative, Laura Battley, General Counsel & Company Secretary at Watches of Switzerland and Patricia Page-Champion, SVP & Global Commercial Director at Hilton discussed rising up through their careers and how they overcame challenges as female leaders. Fraser Longden, COO at Wickes spoke about his drive and passion for inclusive leadership and Tea was also joined by four CEOs in HTL: Keith Barr from IHG, Sonia Davies from Scott Dunn, Nick Mackenzie from Greene King and Sophie Lawler from Total Fitness. During this discussion they each reflect on their organisations' DE&I journey so far and what they have learnt along the way. As leaders, they are continuously looking to the future and finding ways in which to make positive change sustainable, and lean into the many opportunities which arise through creating a diverse and inclusive workplace. Further episodes are planned for 2023.



Reports, Research and Thought Leadership

- **Social Mobility** - In September 2021, WiHTL hosted a webinar entitled 'Social Mobility: Creating a Level Playing Field for All'. The wide-ranging panel discussion included defining what is meant by the term 'social mobility' and if and how the pandemic can be a catalyst for change within the hospitality, travel and leisure (and other) industries. The resulting white paper summarises the key points which emerged from the discussion and aims to help organisations understand the topic in greater depth by providing reference to current thought leadership, sharing of practical case studies and highlighting leading research in this area.
- **Employee Network Group Toolkit** - After the success of our inaugural Employee Network Group Conference, we created this Toolkit to provide inspiration and guidance to our members who are considering establishing a new ENG or who are looking for fresh perspectives in managing groups already in existence.
- **Ethnicity Pay Gap Guide** - This paper outlines a suggested framework of an ethnicity pay gap report – the factors which should be considered – and provides case studies from the hospitality, travel, leisure and retail sectors as examples of how companies have approached publishing their report. It also includes results from a survey of members within our WiHTL and Diversity in Retail Collaboration Communities regarding how they will report on the ethnicity pay gap, and the challenges they foresee in relation to data collection and producing an action plan for the future.
- **Gender Pay Gap Reports** - In partnership with PwC, we launched two new reports exploring research into the current state of the gender pay gap in the HTL and retail sectors at a time when member organisations have dealt with massive recruitment issues as a result of the Covid-19 pandemic and the complicated aftermath of rebuilding their employee numbers while remaining steadfast in their DE&I goals.

- **Thrive Mental Health Report** - In October 2021, WiHTL and Diversity in Retail (DiR) partnered with Thrive to launch a seminal piece of research to determine whether there is a direct link between inclusion in the workplace and mental health positivity across the HTL and Retail industries. The results of the study are fascinating, showing a proven link that inclusion actively drives positive mental health within a workplace.
- **Best Inclusive Practices in Retail** - This guide brings together the innovative and inspirational strategies which major players within retail have created and implemented to bring about positive change within the diversity and inclusion space in their organisations.
- **Men as Allies** - Following a webinar of the same name, this paper is based on the conversation about how male employees can help boost the careers of their female colleagues.
- **Community Surveys** (WiHTL & DiR)



Benchmarking survey – May 2022

Inspired by requests from two organisations within our Community, a benchmarking survey was undertaken with the purpose of collecting data on different aspects of HR policy, going beyond DE&I to enable organisations within the Community to benchmark their current or potential offering.

Almost 50 organisations of varying size from across the Hospitality, Travel, Leisure and Retail sectors completed the survey between April - May 2022. The survey was made up of 60 questions, including 27 scaled questions and 33 open-ended questions.

The report contains data and analysis on various areas including recruitment and retention, salary and pension, reward and benefits strategy, family policies, personal development, recognition and incentives, and communication. There is also a summary section at the end of the report, detailing the headline findings.

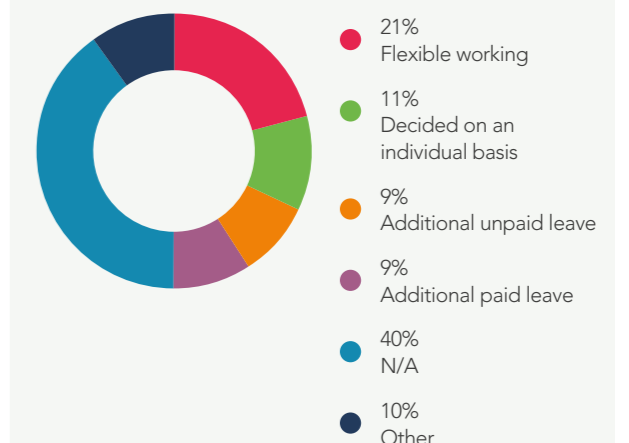
Key findings included:

- 81% of organisations run an employee referral scheme
- The most common recruitment challenge cited was candidate shortages
- Only 6% of organisations put themselves in the top quartile for reward

- The number of organisations offering Enhanced Shared Parental Leave/Pay (27%) is significantly lower than for Enhanced Maternity Leave/Pay (49%)
- 15% of organisations offer benefits relating to fertility
- 70% of organisations have moved to an online or blended approach to learning and development
- No organisations offer onsite childcare

This survey will be carried out on an annual basis to benchmark changes in policy and moving towards a more inclusive workplace.

What further support does your organisation offer for Caregivers?



Employee Voice Survey

Employee Voice Survey

WiHTL and Diversity in Retail have an ambition to positively impact 5m and 1m employees respectively across both sectors. In order to achieve our mission, it is important that we understand the experiences and insights of as many employees as possible who work across all areas within our sectors. Questions focused on respondents' demographics, their experience of DE&I as part of their organisation and also the extent to which they are personally interested in diversity and inclusion.

We received hundreds of responses. A full report will be produced and published for the benefit of our Collaboration Community soon after the Inclusion Summit 2022. Below is a brief overview of some of the standout answers.

Respondents, of whom over 52% were Senior Managers, Directors or C-suite/Board level were questioned on the importance of DE&I and to give their opinion on why organisations should be committed to improving their DE&I strategy. Results returned were mostly related to the importance of people being treated fairly, maximising the skills of all individuals, making business sense and representing all of society.

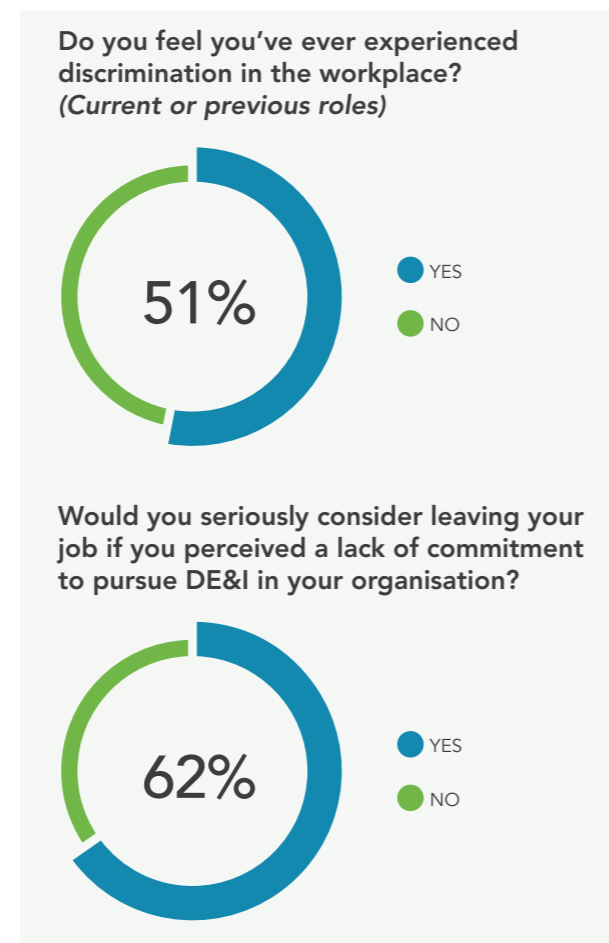
Early survey analysis shows that while it is clearly identified as being a business and moral imperative, there is still a long way to go to achieve the aim of equity. Less than half of respondents though that employees from a range of different social and ethnic backgrounds and of different gender and sexual orientations felt they have the same opportunities for leadership roles and promotion at their current organisation. Only 35.6% felt they could be themselves at work.

Business leaders who are not implementing positive change should take heed: 62% of respondents would seriously consider leaving their job if they perceived a lack of commitment to pursue DE&I in their organisation. Committing to a DE&I strategy is a crucial step to retaining talent.

Of greater concern however is that 51% of those questioned said that they have experienced

discrimination in the workplace and 38.3% have witnessed discrimination towards a colleague. This highlights the ongoing need for change despite the progress which has been made so far. Zero tolerance is the ambition and while the focus has undoubtedly been moving in this direction since our last member survey, it is clear that there is still considerable work to do to reach it.

As increasing numbers of companies see the necessity (and benefits) of introducing and advancing a meaningful DE&I strategy, those who are not taking up such measures and are recruiting within the HTL and Retail sectors should note that nearly 60% of those polled said they wouldn't join an organisation which did not show a clear commitment to DE&I.



Looking to the future

As we advance towards our goal of positively impacting five million employees in HTL and one million in retail, globally by 2025, the continued commitment and engagement of our Collaboration Community is a glowing testament to our collective purpose. Growing evidence of the success of cross-sector collaboration between our communities highlights the benefits of working with and learning from each other.

However, the uncertainties and challenges brought about by the current cost-of-living crisis and economic turmoil means we encourage all organisations within our Collaboration Community that there needs to be a fresh impetus to committing to DE&I as a strategic business imperative. 2023 points to numerous new projects within the WiHTL and DiR schedule. In broader terms for the coming year, data continues to be an evolving topic when discussing DE&I progression. We will also be looking more deeply at the importance of intersectionality and how overlapping characteristics can alter the diversity picture.

One of the key strengths of the WiHTL and DiR Collaboration Community is the ability to make an industry-wide impact and for companies to benchmark their progress with other organisations. The next step is to harness the power of the Community to start to measure the progress of the industry as a whole on a year-on-year basis. To make this a reality, the WiHTL and DiR team have been working on a MIP (Milestone Improvement Plan) that will enable organisations to share their progress and impact in EDI annually on an individual basis. This data will then be used to build and develop an EDI Maturity Curve for the whole sector to show progress year-on-year and enable companies to benchmark their own place in their journey.

This will be achieved by organisations completing an annual survey and confirmation statement to track progress, they will then be awarded a MIP 'level' depending on their progression e.g. silver, gold or platinum with each member receiving a logo to share their progression publicly. The MIP results will then 'feed' into an EDI Maturity Curve model to measure progress and impact as a sector as a whole. The first Maturity Curve will be published in 2023 and is an important step in driving progress and best practice.

For bespoke support and advice to help organisations assess their current inclusion strategy, and help devise and deploy new ways to create an inclusive workplace culture, we have launched Inclusion In.

inclusion in

Our inspiration remains ignited by the imaginative ways in which our members strive to build equitable working environments where talent is not defined by race, gender, sexual orientation or any other protected characteristics. The success of our combined actions has already seen tangible benefits – positive impact we can continue to build upon in the next twelve months.

The WiHTL and DiR Inclusion Summit

It is with pride and delight that we celebrate our fifth anniversary at the WiHTL and DiR Inclusion Summit at the magnificent ODEON Luxe with so many of our members present. This event is our biggest to date and a moment to come together to reflect and celebrate on all we have accomplished collaboratively so far, but also to take the opportunity to strengthen the connections we have made with others in the WiHTL and DiR Communities. Hearing insights from industry leaders and DE&I experts hardens our resolve to push aside barriers to equity and ensures that everybody has a fair and equal opportunity to flourish. The Summit is a reminder of how far we have come but also to look to the future and what we still need to achieve to fulfil our ambitions surrounding diversity, inclusion and belonging.

Summit Partners



The MBS Group has been working alongside Tea and the team at WiHTL for nearly five years. In that time, we have seen the hospitality, travel and leisure industries evolve to become more diverse and inclusive, in large part thanks to the WiHTL collaboration platform, which has allowed individual companies to come together to design, implement and develop best practice. Now, we are pleased to also be supporting DiR as it drives change in the retail industry.

In partnership, MBS and WiHTL/DiR have produced four in-depth reports on leadership diversity; three editions of the Women to Watch in hospitality, travel and leisure Index; one edition of Role Models in Retail; a report looking at the impact of Covid-19 on D&I, and a comprehensive toolkit on how to hire for diversity.

Today we are proud to be a Partner of the Inclusion Summit, and to be sharing our research findings at the event – and we look forward to continuing our partnership into the future.



Q5 is delighted to support WiHTL and DiR. We're especially pleased to champion the brilliant Inclusion Summit for the second year running, and the publication of the Annual Report.

Q5 is a global management consultancy that specialises in Organisation Health. Diversity and Inclusion underpins our firm's values and the work we do. We strive to ensure every person we work with – colleague and client alike – has the opportunity to succeed in what they do and feel confident about bringing their best self to work. Our firm's purpose is to bring about good Organisational Health to companies the world over, and in doing so, we hope to help economies thrive, and society prosper. We continuously challenge and educate one another, engaging where necessary in difficult conversations, so that we continue broadening awareness about Diversity and Inclusion.

Q5 is very pleased to be listed in 2022 as one of the UK's Best Companies (Top 100), rated by Forbes, in the US, as one of the World's Best Management Consulting Firms, and most recently, accredited as a Great Place to Work in Australia. However, in subjecting ourselves to this external scrutiny, we learn new things every year, and constantly seek to improve and evolve.

Leading Inclusive Employers



"We are a very proud member of the WiHTL Community. We recognise how important diversity, equity and inclusion is to the success of our business and the work that Tea and the team continue to do has supported us in our plans. I am delighted that we will be hosting the Inclusion Summit at ODEON LUXE Leicester Square on the 1st November. It will be a great opportunity to step back and celebrate the progress made and the industry's commitment to creating inclusive environments."

Mark Way, President of AMC Europe & Managing Director ODEON Cinemas Group

"Creating an inclusive environment for all our colleagues is a priority for us at ODEON Cinemas Group, and WiHTL has been a key partner as we've focused on how we continue to bring this to life in all parts of our business. I am delighted that we are hosting the WiHTL Inclusion Summit at our ODEON LUXE Leicester Square on the 1st November. I look forward to spending the afternoon sharing ideas with like-minded businesses across the industry who are as passionate about making a difference as we are."

Carol Welch, Managing Director ODEON UKI & Commercial Officer ODEON Cinemas Group

"Working with WiHTL has been invaluable for us at ODEON Cinemas Group. We know how important diversity and inclusion is to the engagement of our colleagues and to the wider success of our business. Tea has set up a community across the industry and created multiple conversations about how we continue to build inclusive environments in our business and improve diversity across the sector. We are excited to be hosting the WiHTL Inclusion Summit on the 1st November at our ODEON LUXE Leicester Square, where we have the opportunity to continue those conversations."

Suzie Welch, Chief People Officer, ODEON Cinemas Group

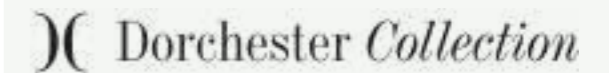
There are a number of WiHTL and DiR member organisations who are supporting this year's Inclusion Summit and in doing so are enabling us to showcase the work we do within our HTL and Retail communities and share the topic of DE&I to a wider audience. We would like to thank them for their ongoing encouragement and involvement in bringing the work we do into the spotlight and in doing so, accelerate the realisation of an equitable workplace.



I am delighted to support the WiHTL & DiR Inclusion Summit as Inclusion and Diversity is a priority in my life both professionally and personally. I'm excited to play an active role with WiHTL to make a positive change not just in Bourne Leisure but across the industry. The I&D agenda is very important, and we all need to work together to provide an environment where all our amazing team can thrive and reach their true potential.

Earlier this year we launched our I&D Board, chaired by myself (Group CEO), with our People Director, I&D Manager and 12 passionate team members from across the business. After initially launching our commitments to the business last June, we set about creating this advisory board to help us deliver on these commitments across our brands. The process spanned eight weeks and ensured complete fairness as we narrowed our search from over 80 applicants to 12 appointed board members. The board now meets bi-monthly and together with its brand leadership teams is helping to keep us on track with our I&D efforts.

**Paul Flaum
CEO**



To create true belonging, and fulfil our commitments within our DIB policy, we identified that three key areas need to work in parallel: education, communication, and celebration. Rather than clinical measures set around quotas and targets, our core measures, as established using global hospitality benchmarks, now sit under these three headlines.

Education: exploring how we educate our people on all protected statuses by using a mix of central and locally-led training programmes and information sessions.

Communication: this focus ensures we are having the right conversations around diversity and belonging, with the right people.

Celebration: enabling our people to celebrate collectively and locally our brilliance.

We are dedicated to equality, excellence, innovation and social responsibility; and are delighted that there are many long-serving employees and loyal guests who are a wonderful testament to this.

**Christopher Cowdray
Chief Executive Officer**

At Dorchester Collection, we believe how you operate your business and treat your people truly defines your brand. We are proud to work with WiHTL as they fully support and align with our relentless focus on diversity, inclusion and belonging.

**Eugenio Pirri
Chief Culture and Operations Executive**



We've set ourselves a goal to make all our pubs inclusive environments over the long term. That means we have to take some of our beliefs and some of our views around diversity to the customer. It's part of a bigger programme that we're trying to deliver at Greene King around culture change. It's about how we want people to feel in the business: not just about diversity and inclusion, but how they can thrive, how they can be part of something, that feeling of belonging. It is better not to focus solely on the numbers. Taking action on diversity is important but creating a culture of inclusion where your diverse talent can belong and thrive is ultimately the most important element of creating a diverse workforce.

Nick Mackenzie
CEO

Hilton

Diversity and inclusion is not only a central part of our culture, but is critical to our continued success. As proud as we are of the many accomplishments and great strides we have made towards diversity, inclusion and equity, we know there is still a lot to be done. That is why we have made the pledge to achieve gender parity – equal representation of women and men – at a global leadership group level and board of directors by 2025, and are doing everything in our power to realise this goal.

We have committed to creating the best, most inclusive home for our team, ensuring they feel welcomed and empowered to bring their full selves to work every day. Looking forward, we will continue to hold ourselves accountable to that commitment through recruitment practices, strategic partnerships, and learning and development opportunities that will fulfil our ambition of making Hilton a great place to work for all.

Patricia Page-Champion
Senior Vice President & Global Commercial Director



There have been many milestones along our DE&I journey but I do think the proudest moment for me, while leading the UK and Irish market, was finally achieving gender parity at all senior levels. This was an absolute team and partnership effort helping us to understand where our obstacles were, and how to overcome them. That happened in 2020 and we went on to have two female vice presidents of operations for the North and South teams. Something that has never happened before in what has historically been a very male-dominated space.

I am very happy to say that two years later we are still maintaining gender parity and supporting our operations teams with different interventions to achieve the same in our restaurant leadership teams. This includes better female representation within our Franchise community in all of Europe.

Paul Pomroy
Corporate SVP, International Operated Markets



We are extremely proud to be featured at the Summit as a Leading Inclusive Employer. The really exciting opportunity will be when we all come together to build a truly inclusive hospitality sector. We have come such a long way and if we can build on the momentum, we will create truly diverse and inclusive workforces that really do represent the communities that we serve."

Ken McMeikan
CEO



We are proud to be part of an event designed to continually push the boundaries and understanding of a topic that is important to everyone.

In 2021, PureGym created diversity Employee Network Groups to promote broader thinking and action, driving the business towards being a more inclusive place to work. Starting from a strong position of natural inclusion through a shared passion for fitness and wellbeing, the Groups were able to easily engage within internal communities and provoke open conversations about ways to improve or change.

This summer, our Ethnic Group took part in the Notting Hill Carnival for the first time. The team worked hard to prepare for the event and took a huge amount of pride from being involved in such an iconic event in London. With the support of the business, the Ethnic group were able to select, plan and be part of something really special – we are proud of everything they have done – and pleased to see they are planning for 2023 already!

Inclusion can mean the difference between our colleagues performing at their best or not, on a daily basis. We strive to support all PureGym colleagues to feel free to be their true and whole self at work, and in life.

We are delighted to support the WiHTL team in raising the profile of Inclusion across industry and in society.

Humphrey Cobbold
CEO



We are delighted to be supporting the summit. At Specsavers we are committed to having an inclusive culture where everyone feels welcome, valued and proud to belong. DiR has helped to inform how we continue to deliver on our commitment and events like these enable us to collaborate and share best practice to ensure we all continue to be inclusive.

Over the last 18 months, seven Colleague Network Groups have developed within Specsavers and they're already changing the lives and experiences of our customers and colleagues. The networks are crucial to helping us deliver on our commitment to having an inclusive culture where everyone feels welcome, valued and proud to belong.

John Perkins
Group CEO

TRAVEL+ LEISURE

On behalf of Travel + Leisure Co., we are honoured to participate in the 2022 WiHTL & DiR Inclusion Summit. With hospitality and responsible tourism at the heart of all we do, we remain committed to bring out the best in people and places around the globe. This summit provides a welcome and timely opportunity to further the collaborative progress of diversity and inclusion in our industry. We are proud of our ongoing engagement with WiHTL and look forward to continuing to make a powerful, positive difference together.

At Travel + Leisure Co., we are committed to the ongoing strengthening of inclusion and diversity among our associates, customers, and suppliers. Notably among our global team of nearly 17,000 associates, we are proud that expanded representation is reflected in our increased number of diverse executives, robust internal development programs, and our ongoing recruitment efforts.

Oliver Chavey
President
(Panorama and Travel & Leisure Clubs)



Continuing to create an inclusive workplace, providing decent work with opportunities to learn more and earn more, and where everyone can be their true self and belong is at the heart of our business and people strategy. We know that when our colleagues feel a true sense of belonging, there is increased engagement and likely improved retention which is critical to the success of our business in an increasingly challenging labour market.

The work of Tea and her team at WiHTL has been – and continues to be – of great importance, bringing like-minded, forward-thinking businesses together to focus on how we challenge ourselves and each other to eradicate inequality in the workplace. We're delighted to be supporting the Inclusion Summit on 1st November. Together we can make progress more quickly and drive real and lasting change.

As part of our sustainability plan, Better Future, we have set ourselves clear targets to achieve by 2025 which include improving gender and minority ethnic representation at senior level, and within our district manager roles where the demographics suggest we could do better. We are also proud of our inclusion initiatives so far in 2022, for [Black History Month](#) and [World Sign Language Day](#). This was recently recognised at the HR in Hospitality Awards ceremony where we won the Equality, Diversity & Inclusion Award.

Hannah Thomson
Chief People Officer



At Wickes, we thrive on creating a space where all our colleagues can feel at home and that allows our colleagues to be their authentic selves. We absolutely value diverse communities as they challenge our way of thinking, pushing us to evolve and establish policies that represent our people, who are without a doubt our most important assets.

As part of Black History Month celebrations, our RAACE network has been working with a small independent Black-owned business called Booklove. We will not only be providing a number of our speakers' books to our colleagues, but we will also be providing eight primary schools with multicultural book bundles.

David Wood
CEO

The Summit Agenda

THE WIHTL & DIR INCLUSION SUMMIT
FIVE YEARS ON

Agenda

10:30	Registration		
11:00	Welcome from WIHTL / DIR		Tea Colaianni Founder and Chair WIHTL & DIR
	Welcome from ODEON		Mark Way ODEON Cinemas Group
	Annual Report Findings		Elliott Goldstein The MBS Group
11:30	Interview Beyond Boardroom Diversity		Denise Wilson FTSE Women Leaders Review
	<small>Facilitated by Dr Claire Hendin, Q&S</small>		Lesley-Jean Nash Parker Review Committee
12:00	Panel Maintaining Commitment		Keith Barr IHG
	<small>Facilitated by Haine Khan, McDonald's & Craig Beccan, Flutter Entertainment - UK&I</small>		Debbie Hewitt MBE Football Association
			Simon Roberts Sainsbury's
			Humphrey Cobbold PureGym
			Debbie Robinson Central England Co-op

12:40	Lunch		
13:40	Video Taking D&I Forward	Member Company CEOs	
13:45	Panel The DE&I Landscape across HTL & Retail		Garry Clarke Greene King
	<small>Facilitated by Hani Nassif-Sydlak, Selfridges</small>		Suzie Welch ODEON Cinemas Group
			Chami Dhillon Kingfisher
			Heidi Coppin Sweaty Betty
14:20	Fireside Chat The Kindness Economy		Mary Portas
	<small>Facilitated by Lynne Woodall, Dr. Martens</small>		
14:50	Panel DE&I Tangible Impact		Matt Cave Wattbread
	<small>Facilitated by Jyoti Taylor, Hilton</small>		Anu Khalifah Watches of Switzerland
			Carly Tait JD Sports
			Zee Boltchway Wickes
15:20	Fireside Chat Inclusive Storytelling		John Amaechi OBE
15:50	Final Remarks		Tea Colaianni Founder and Chair WIHTL & DIR
			Carol Welch ODEON Cinemas Group
16:00	Celebratory Drinks	At the Oscar's Bar	
17:00	Summit Finish		

About Us

About WiHTL

WiHTL is a Collaboration Community devoted to increasing Diversity and Inclusion across Hospitality, Travel and Leisure. Our mission is to support companies across these industries to create diverse and inclusive environments and to positively impact 5 million employees globally by 2025.

For more information please visit:

www.wihtl.com

Contact: info@wihtl.com

About DiR

At Diversity in Retail we believe that through collaboration we can amplify the impact of individual diversity initiatives, that together we can have a bigger, louder voice for the good of the retail sector. Our mission is to support companies across the retail industry to create diverse and inclusive environments and positively impact 1 million employees globally by 2025.

For more information please visit:

www.diversityinretail.com

Contact: info@diversityinretail.com

About The MBS Group

About The MBS Group For more than 30 years, The MBS Group has been a leading sector-specialist executive search firm advising all consumer-facing industries, with a particular focus in the hospitality, travel and leisure industry. 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.

For more information, visit

www.thembsgroup.co.uk

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Further Reading

[Ethnicity Pay Gap Guide](#)

August 2022

[Role Models for Inclusion in Retail Index 2022](#)

May 2022

[The Impact of Workplace Inclusion on Mental Health of Employees](#)

May 2022

[Social Mobility Guide](#)

April 2022

[Gender Pay Gap in Retail](#)

January 2022

[Gender Pay Gap in HTL](#)

January 2022

[Women to Watch and Role Models for Inclusion in Hospitality, Travel and Leisure Index 2021](#)

December 2021

[An Apology Too Many](#)

November 2021

[Inclusion at the Core of Recovery: WiHTL 2021 Annual Report](#)

September 2021

[Best Inclusive Practices in Retail 2021](#)

September 2021

[Recruiting for Diversity](#)

July 2021

[Supporting LGBTQIA Women](#)

July 2021

[Gender Pay Gap \(Interim Report\)](#)

July 2021

[Women Supporting Women](#)

June 2021

[Imposter Syndrome: 7 Ways to Deal with the Imposter](#)

April 2021

[The Impact of Menopause at Work](#)

October 2020

[Women to Watch & Advocates for Change in HTL Index 2020](#)

May 2020

MBS reports into adjacent consumer-facing industries

[Tracking Progress on diversity and inclusion in UK retail](#)

Produced in partnership with the British Retail Consortium
July 2022

[Diversity and Inclusion in the Fashion Industry](#)

Produced in partnership with the British Fashion Council
June 2022

[Diversity, Equity and Inclusion in the Beauty Sector](#)

Produced in partnership with CEW and ScienceMagic Inc
February 2022

[Inclusion and Diversity in Consumer Goods and Grocery](#)

Produced in partnership with IGD
November 2021

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