

MBS Intelligence



Accelerating the pace of change: the 2023 Annual Report

Featuring in-depth analysis from The MBS Group

Contents

Introduction	4
Foreword	6
Executive summary	8
Diversity and inclusion in HTL and retail businesses	14
The WiHTL & DiR Collaboration Community	26
About us	86

Introduction

Since WiHTL first came into being six years ago, the passing of each year has been marked by many milestones, success stories, different Equity, Diversity and Inclusion (EDI) growth areas and new connections being built within our Collaboration Community. 2023 has been no exception and while putting together this Annual Report, it is a good time to reflect on what the WiHTL & Diversity in Retail Collaboration Community has achieved over the past 12 months.

With regard to success stories, we are now witnessing the long-term positive effects of our leadership development programmes and can report that numerous programme graduates have been promoted as a direct result of the confidence and inspiration gained while taking part in one of our four programmes. We are tangibly achieving what we set out to do in helping create diverse and inclusive environments and to positively impact employees across hospitality, travel, leisure and retail in a collaborative way.

As EDI evolves more broadly, our collaborative focus has widened into previously untapped subject areas. Our new CFO Committee is evidence of our determination to expand our sphere of influence into multiple key business functions where diversity of backgrounds, gender and ethnicity can benefit and influence the financial performance of businesses. With so many multinational members, we are also looking at how cultural nuances vary across different countries and how to advise member organisations on incorporating EDI throughout their businesses worldwide as well as how to make sense of societal ever-changing needs and expectations.

Additionally, it is crucially important that we continue to measure progress and impact. The research we unveil with this report in collaboration with our long term partners The MBS Group is based on input from the results of the recently launched *inclusion in EDI* Maturity Curve as well as hundreds of interviews with business leaders across the sector.

The research shows that although change is happening, we must remain vigilant and resolute in our determination to address areas where progress might be stalling or where diverse representation might have fallen behind. While a few report a sense of fatigue or a shifting of priorities, most leaders across our industry in the UK and overseas are fully committed to grow, evolve and embed evidence-backed EDI strategies and are reaping the benefits of fostering an inclusive culture through the organisation. These organisations are being challenged as well as backed by shareholders and investors who are demanding more action and more tangible results in the diversity area as a key component of their ESG strategies.

The growth of the WiHTL & DiR Collaboration Community over the last year is testament to the commitment of our industry to accelerate the pace of change in their own organisation as well as the wider industry. Together we are positively impacting 3.7 million employees across over 110 companies.

I would like to thank the Advisory Board members for their unwavering commitment to our purpose; all the member companies that continue to be incredibly engaged and generously share the impact of their initiatives helping us to raise the bar for the industry as a whole; Elliott Goldstein and the whole team at The MBS Group for their support throughout the year and in the production of this report; my team whose passion, energy and dedication enable WiHTL & DiR to work towards a more equitable industry and to Sarah Heath for her contribution in producing this report.



Tea Colaianni
Founder and Chair
WiHTL & DiR

Foreword

This is the sixth year that The MBS Group has had the honour of partnering with Tea Colaianni and her team at WiHTL & Diversity in Retail. In that time, it's been inspiring to feel the conversation on diversity, equity and inclusion evolve – and some substantive change has taken place. Across the hospitality, travel and leisure (HTL) and retail industries, the business case for DEI is well understood: leaders know that diverse teams make better, more creative decisions and drive commercial performance.

This is, of course, in no small part because of the work of WiHTL & DiR. As this report outlines, the Collaboration Community's impact on the industry cannot go understated: by providing resources, support, and a forum for open discussion, WiHTL & DiR are equipping leaders with the tools they need to bring about meaningful change in our industry.

Once again, MBS has conducted in-depth analysis of EDI in the hospitality, travel and leisure industry. Over the past few months, we have explored the diversity of our industry's leadership teams – looking at the representation of women, people of colour, LGBTQ+ people and people with a disability – and held detailed discussions with Chairs, CEOs and HRDs on their strategies.

We are pleased to be able to share as part of this report 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 measure how HTL and retail benchmark against their adjacent consumer industries.

Positively, we've found that almost all companies in HTL and retail have a coordinated strategy, and that leaders are clear on the many benefits of diverse teams.

However, these policies aren't yet translating into consistent progress. Across nearly all senior leadership levels, for example, the proportion of women and people of colour has not meaningfully increased. And we've found that the most senior strategic roles – Chair, CEO and CFO – are still almost always held by men.

Some companies – often large, listed businesses – are rolling out best-in-class strategies with targets, budget, and executive-level buy-in. This is while others – often small, PE-backed or family-owned brands – are failing to give EDI the attention it deserves. This distinction is particularly apparent in HTL.

As the industry faces a tough macroeconomic climate, our challenge to leaders is to ramp up, not slow down, efforts to move the dial. We must collectively accelerate the pace of change. At this stage, companies should be setting targets, allocating healthy budgets, and linking goals relating to inclusion to leadership bonuses. EDI must be led from the top, and not left to slip off the executive committee or board agenda as competing priorities emerge.

As always, huge recognition goes to Tea and her team, whose energy and drive continues to motivate us all.

We'd also like to acknowledge each and every Chair, CEO, HRD, and Head of D&I who took the time out of their busy schedule to share their insights with us and provide us with the critical data we need to measure progress. Every year, we're stuck by the commitment of our industry's leaders, who despite a highly challenging macroeconomic climate, continue to put EDI at the forefront of their agenda.

And finally, we'd like to thank the team at MBS, for their work in bringing this research together.



Elliott Goldstein
Managing Partner
The MBS Group



Thirza Danielson
Director, HTL Practice
The MBS Group



Executive summary

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

The WiHTL & DiR Collaboration Community

There are many positives to take from the figures published in this report and from our Collaboration Community members in particular. The number of organisations with EDI strategies has increased since last year; data collection has improved and there has been a plethora of policy changes around flexible working, the menopause and parental leave.

In the past 12 months, we have seen growth in membership across our Community – we now positively impact 2.5 million employees in HTL, and 1.2 million in retail, we’ve seen more collaboration between our members and even the expansion of our own WiHTL & DiR team.

We know through feedback from both our Community Survey, and the daily interaction our team has with our 110 member organisations, that the work we undertake together is having a positive impact. From helping members at the early stages of their EDI journey to “embed strategy with confidence” to “getting traction more easily and effectively” and “helping with the business case” for those further into their journey. We were delighted to see that the collective acknowledgement of this impact resulted in a jump in our NPS score – from 64 to 70. WiHTL & DiR “genuinely feels like a community and safe space”.

Numbers of delegates on each cohort of our development programmes are still increasing and with a support system of hundreds to add to that number, we are proud to report that over 1,300 people have been involved across our programmes in 2023.

“Programmes for individuals have helped retain and grow those colleagues, which has also contributed to our diverse pipeline.”

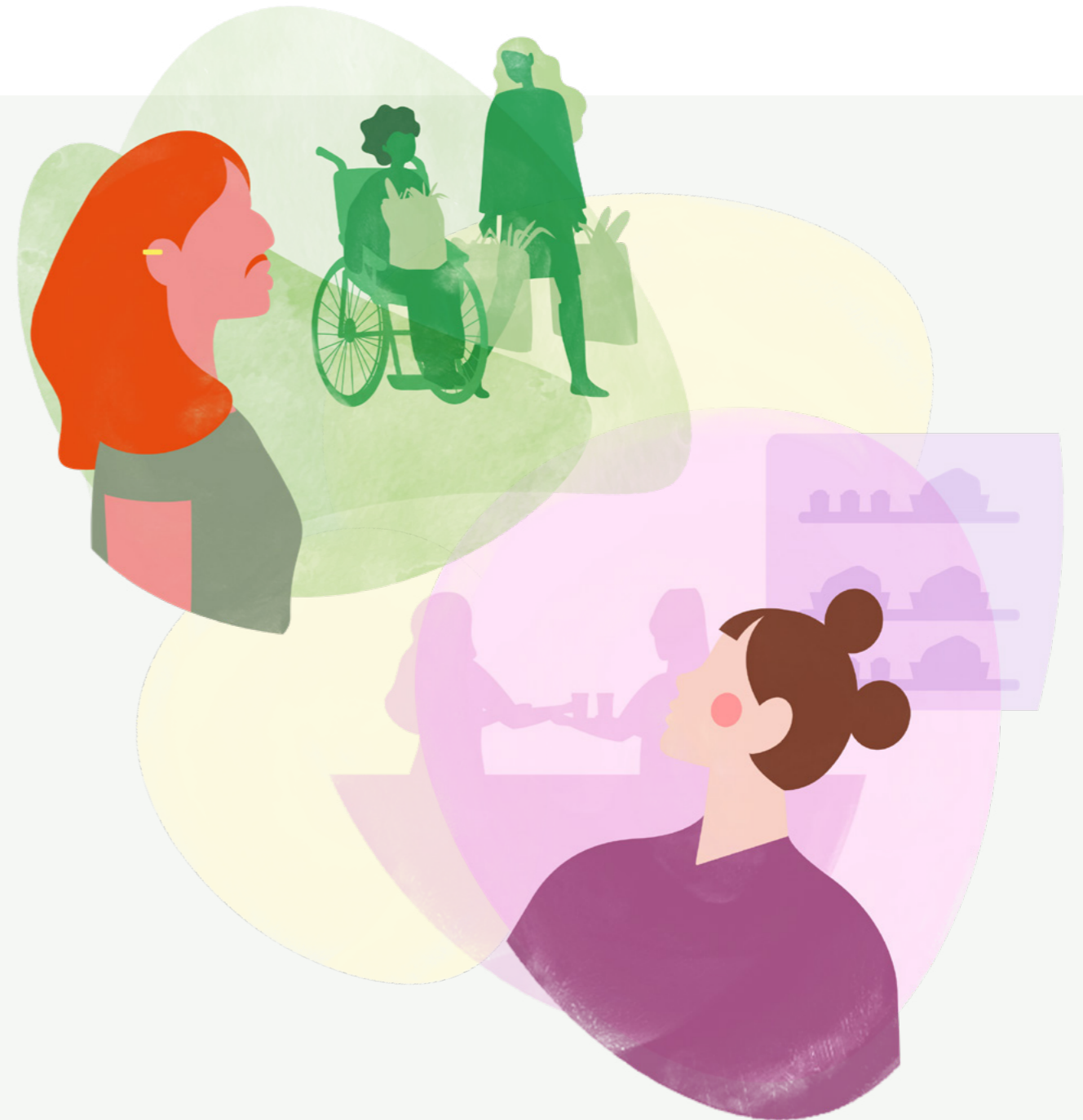
But it is the personal feedback from all those who have been involved in these cohorts which moves and motivates. Learning about employees who have been promoted or have felt empowered and confident to ask for a pay rise after being on one of our development programmes, is at the very core of our success. These are precisely the changes we want to make.

“By partnering with DiR, we are making a statement that we acknowledge and value our people.”

In terms of other resources, our webinars continue to attract ever higher numbers of participants, and our roundtable discussions with expert speakers have prompted new thinking. The five (soon to be six!) Committees have increased in both size and level of collaboration and member representatives have stated how beneficial such interaction is for them in accelerating their strategy-making.

“WiHTL has been inspirational in pulling industries and sectors together.”

Accelerating the pace of change remains our goal for the coming year and we are striving to achieve this with the launch of our sister organisation *inclusion in* and with the launch of the EDI Maturity Curve initiative. Listening to our member organisations is the absolute key to our strategising for the future: our resources, programmes and other initiatives are created and implemented as a direct response to our Collaboration Community’s goals.



At a glance: Diversity and inclusion in HTL and retail

1 Most companies have an EDI strategy, but there is a widening gap between the leaders and laggards

A vast majority of businesses in HTL and retail have a coordinated strategy for promoting inclusion and driving up the representation of minority groups. However, while strategies in retail are highly comprehensive, many policies in HTL businesses are underdeveloped.

2 Strategies are not translating into meaningful change in HTL and retail

Only incremental progress has been made on the representation of women at the most senior leadership levels in HTL and retail – and the most senior strategic roles are still being held by men. Looking at ethnic diversity tells a similar story: businesses are a long way off reflecting their UK communities, where 18% of the population do not identify as white.

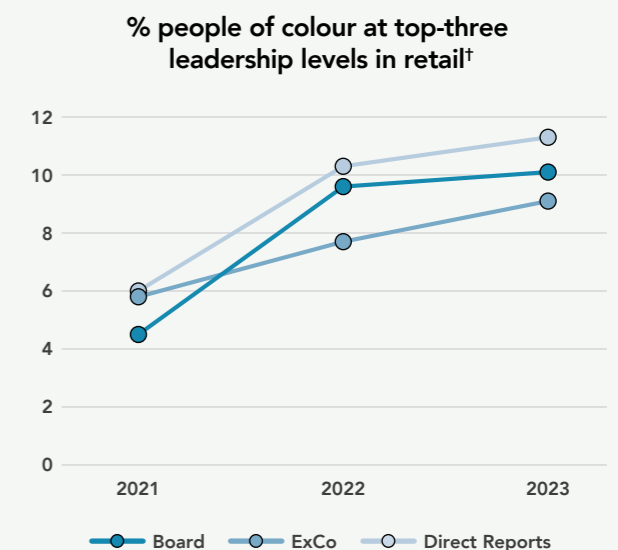
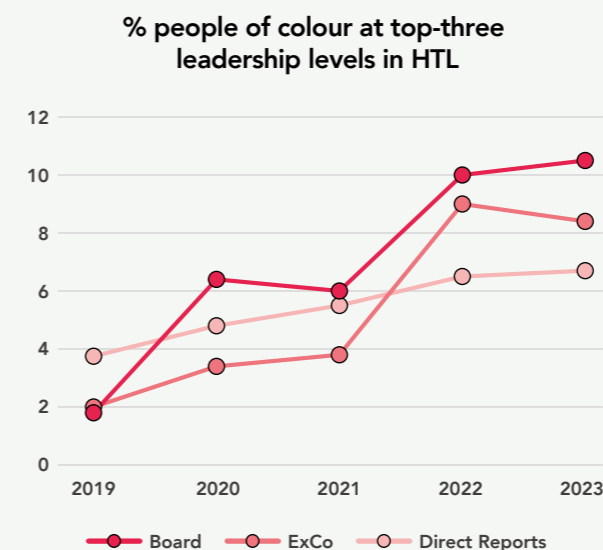
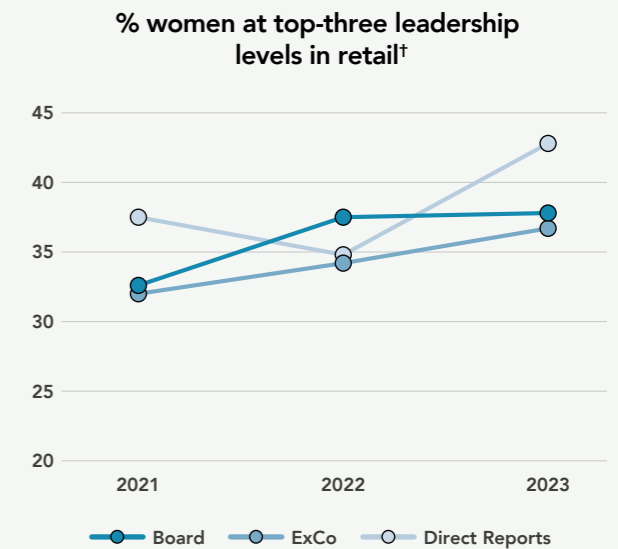
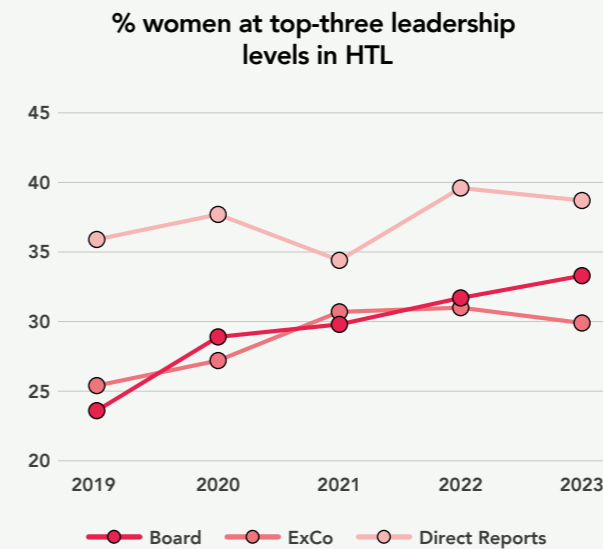
3 Companies need to accelerate the pace of change

The challenge for companies now is deliberate action. At present, only half of retailers and a third of HTL companies have any specific schemes to bring in more diversity, for example. And fewer than a third of both companies in both industries have targets in place relating to EDI.

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 June 2023, 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).





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.

Almost all multi-site businesses now have a coordinated D&I strategy

93%

Retailers with a coordinated D&I strategy†

90%

HTL companies with a coordinated D&I strategy



The business case for EDI is well understood, and companies have joined-up strategies in place

Almost all businesses in the HTL and retail industries have policies and initiatives in place to encourage inclusion and drive up the representation of minority groups. With some notable exceptions, retailers are further ahead than HTL companies in terms of maturity of policies and how much of a priority EDI is for the most senior leaders.

There's a widening gap between leaders and laggards

There is a widening gap between large businesses with best-in-class EDI strategies, and businesses for whom D&I is not on the corporate agenda. Ownership plays a key role here: smaller, PE-backed or family-owned businesses are less likely to be advanced (in part due

to limited resources), and listed companies and those with US owners typically have more mature strategies.

Many smaller companies, particularly in HTL, reported that because their organisation is very diverse at workforce level, they don't feel the need for deliberate programmes relating to EDI.

In retail, there are very high levels of inclusion activity – and it's time for assessment of impact

Most retailers have a comprehensive programme of initiatives, a full calendar of inclusion events, and leaders who are open to discussing progress. Businesses should now measure the impact of EDI activity, and ensure that investment in EDI is translating into meaningful change on representation and on how included colleagues are feeling. A "less is more" approach may become central to the next part of the journey.

The pace of strategy development is slowing

Since our research began – in 2019 for HTL, and 2021 for retail – we've seen noticeable forward movements year-on-year when it comes to the depth and breadth of EDI strategies. Today, this momentum is slowing. When once strategies only included gender and ethnicity, today most initiatives cover in some way LGBTQ+, disability, social mobility and age. Employee Resource Groups continue to play a critical role in driving engagement, and inclusion events such as Pride and Black History Month are still important dates in corporate calendars.

While inclusion programmes may remain unchanged in the years ahead, it is important that businesses don't lose focus on driving up the representation of minority groups. While there is a high level of inclusion activity, only half of retailers, and a third of HTL companies have specific schemes in place to bring in more diversity. And when it comes to targets, only a third of retailers, and 23% of HTL companies, have specific goals in place.

Key actions include:

- The formalisation of ERGs
- A renewed focus on potential rather than experience in hiring into senior roles
- The formation of EDI groups who report into executive committee
- Comprehensive education campaigns around data collection, to encourage employees to disclose personal information

“We used to have our execs as chairs of our diversity groups. But this year, we decided to flip it. We wanted our front-line staff to have a voice, as that's where the real change happens. Sometimes what the executives think the teams want isn't actually what they need.”

HRD, gym business

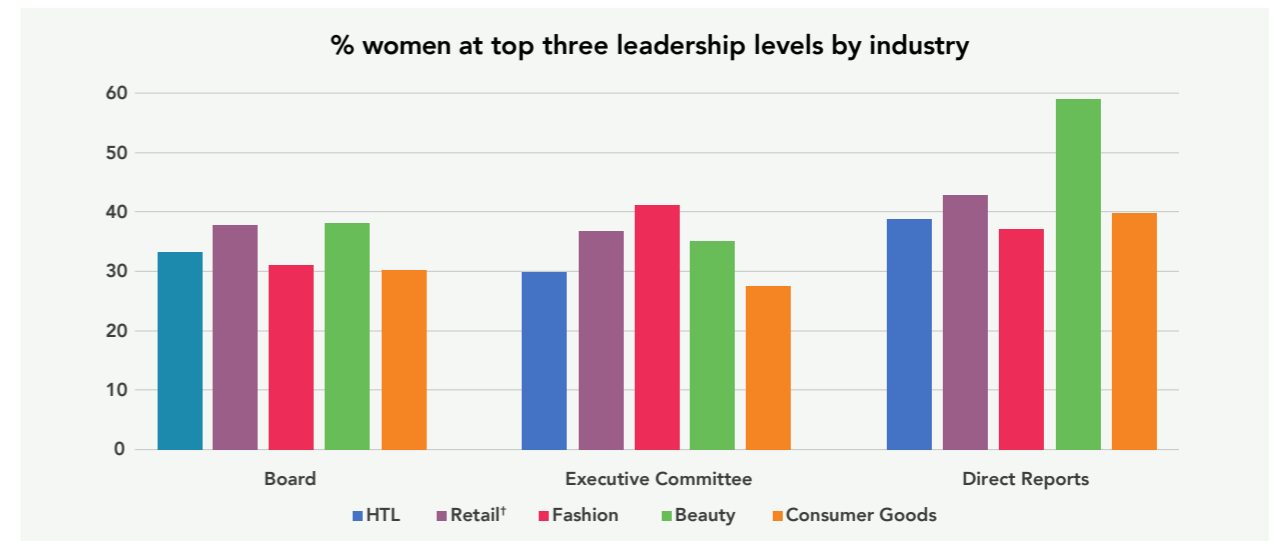
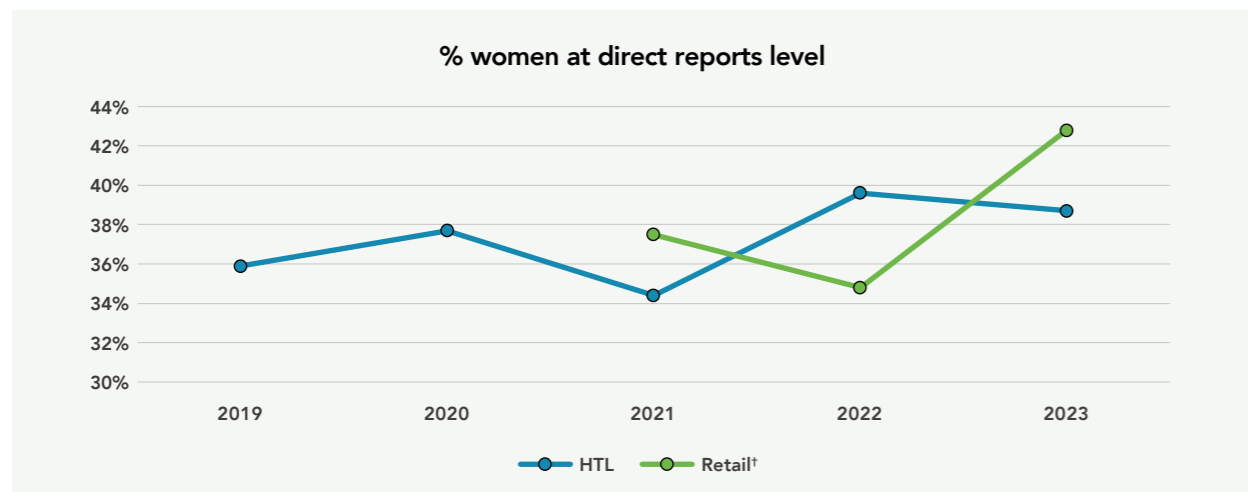
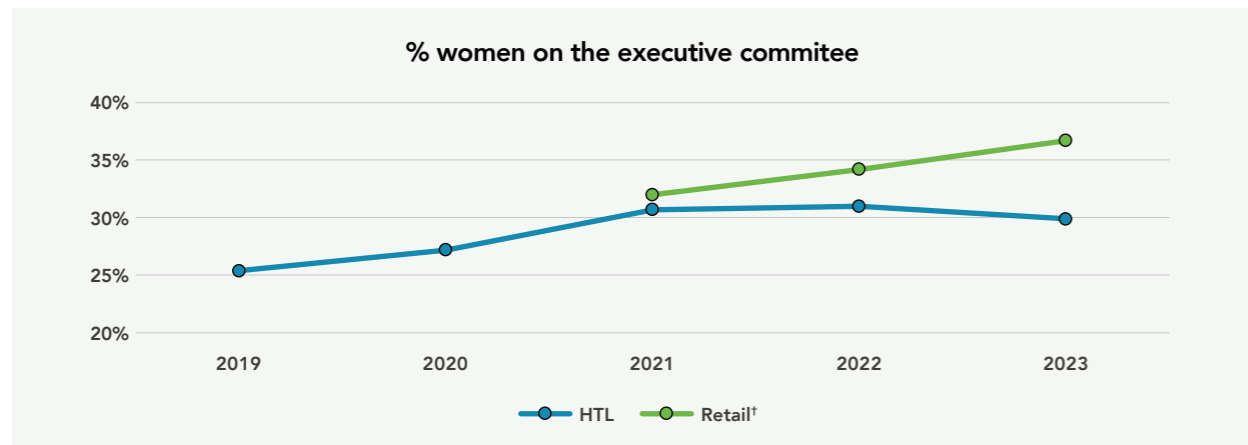
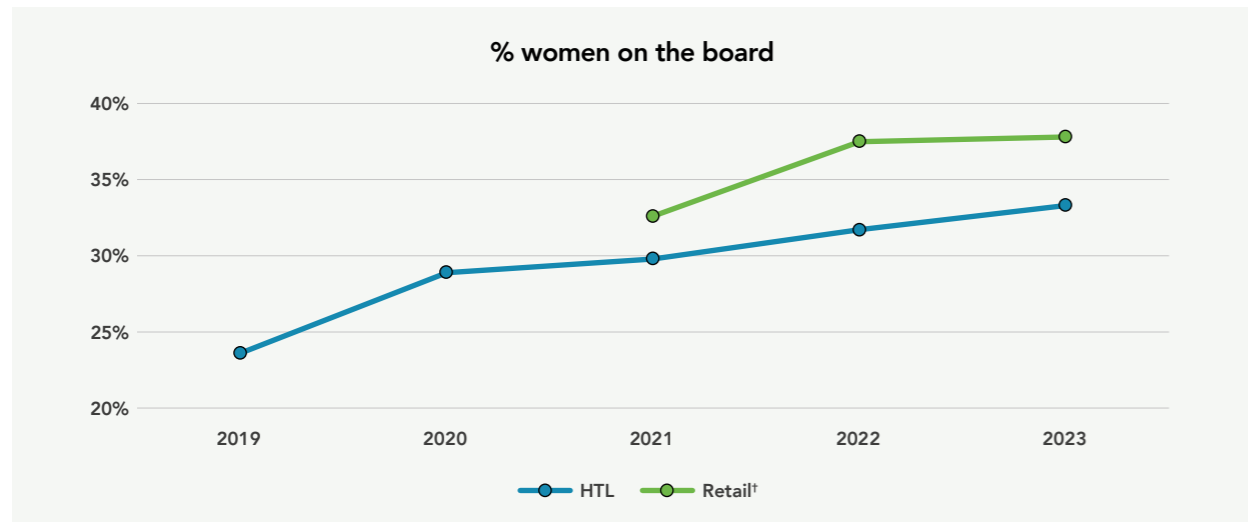
“From our senior leadership team of about 60, people volunteer to be part of our ED&I activities. We expect them to move things on, to be part of videos, to really lead the agenda.”

CPO, hotels business

“Since July 2022, the completion rate on our data collection programmes has increased from 55% to 83%. A big part of that has been designing communication campaigns, and providing training for managers about how to respond to queries from team members.”

HRD, grocer

Progress on women in senior leadership positions is not happening fast enough



Multi-site businesses are far from gender parity on their leadership teams – and change isn't happening fast enough

Only incremental progress has been made on the proportion of women at the most senior levels in HTL and retail. Both industries have yet to meet the FTSE benchmark of 40% women on Boards, and both are far from the 50/50 split which exists in society.

A notable exception is the proportion of women reporting into the Executive Committee in retail, which jumped from 34.8% to 42.8% between 2022 and 2023.

Moreover, any progress isn't consistent. Nearly one-fifth of both HTL and retail companies have only one woman on their Board, and some sub-sectors have a startling lack of women role models. In pubs, for example, every single CEO is a white man.

“We've now got 21% more women in regional manager roles than four years ago, and 12% more women as directors. We've never had a greater range of talented women at those levels, but it hasn't yet translated to the Board.”

HRD, retailer

Businesses must take deliberate action to drive up representation of women at the most senior levels, and in specific functions

The businesses further ahead are fostering long-term talent pipelines of high-potential women, who can step up into the most senior roles. Companies must also make conscious decisions when it comes to hiring, and appoint step-up leaders who may not have specific experience, but who have potential.

“When you move from hiring based on experience into hiring based on capabilities and potential, I think that shows a degree of organisational maturity.”

CEO, hotel company

Menopause has become a specific area of focus

In a significant advancement from last year, many companies have introduced events and initiatives designed to educate teams and support colleagues experiencing menopause symptoms.

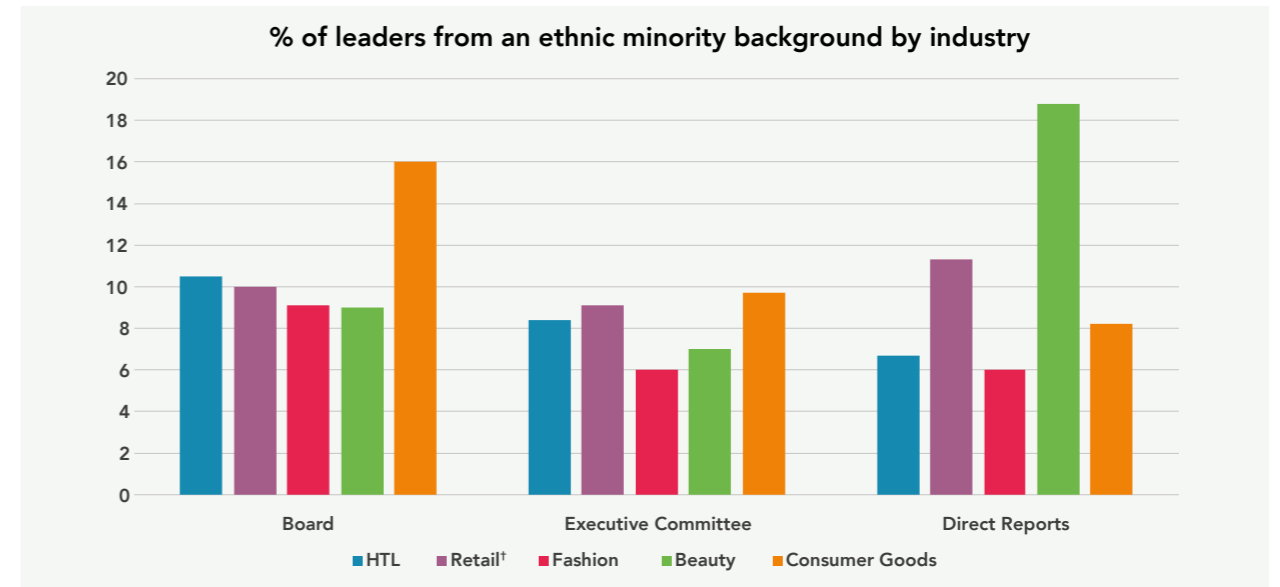
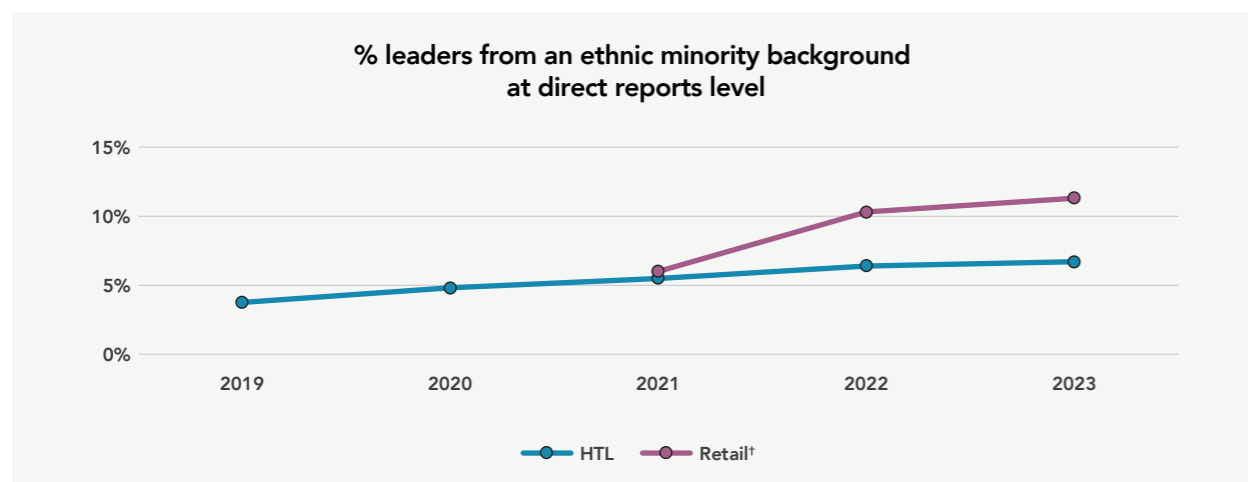
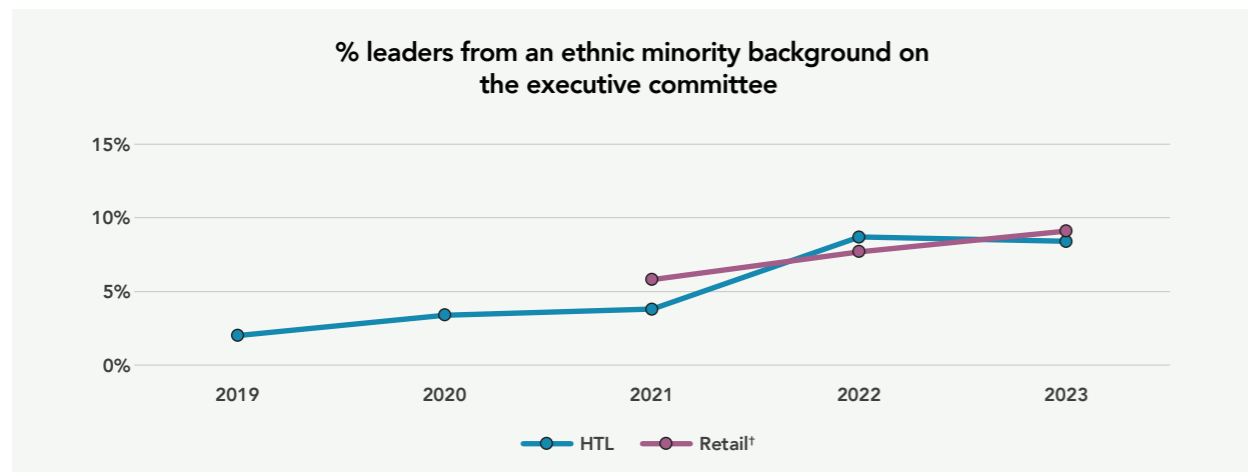
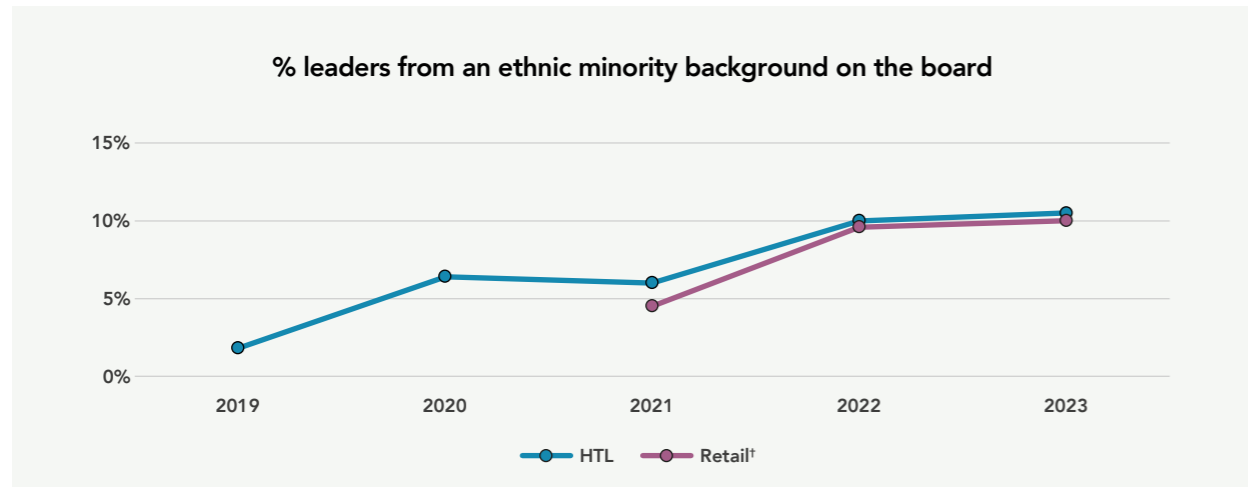
In the top-200 retailers†, there are only:

- 13 Women Chairs
- 25 Women CEOs
- 14 Women CFOs

In the top-200 HTL companies, there are only:

- 13 Women Chairs
- 22 Women CEOs
- 27 Women CFOs

Progress is slowing on representation of ethnic minority leaders



Companies with all white Boards:



Certain sub-sectors are falling behind

There are some areas of HTL and retail industries with markedly little ethnic diversity. Leadership teams of pubs, caravan parks, and late-night venues, for example, are overwhelmingly white.

Key actions include:

- Auditing the workplace experience for people of colour, and designing inclusion policies around the results
- Building specific race and ethnicity groups which report into the executive committee
- Specific development programmes for ethnic minority leaders, such as WiHTL & DiR's Ethnic Future Leaders and Ethnic Senior Leaders programmes.

Leadership teams have continued to become gradually more ethnically diverse – but can still go further

Across the HTL and retail industries, leadership teams are considerably more ethnically diverse than they were when our research began. However, the pace of change is slowing, and too many businesses still have zero ethnic diversity on their Boards.

Moreover, leadership teams do not yet reflect the communities they serve: in the 2021 UK Census, it was found that 18.3% of the population in England and Wales do not identify as white.

LGBTQ+ inclusion is high in HTL and retail

Multi-site businesses lack visible disabled leaders



Most companies have senior LGBTQ+ role models in their organisation

In HTL and retail, most businesses could identify at least one senior leader who is part of the LGBTQ+ community. Most businesses have active LGBTQ+-focused Employee Resource Groups, and almost all celebrate Pride.

As society has become more inclusive, senior leaders and team members have felt more comfortable disclosing their sexual orientation. However, some businesses reported that members of their team still don't feel comfortable to speak openly about their identity, or provide responses in surveys.

“We've found role models to be incredibly beneficial when it comes to LGBTQ+ inclusion. Having senior people who are from the community breeds a strong culture of inclusion, acceptance and encouragement.”

HRD, high street fashion retailer

The next focus is support for the trans and non-binary community

The businesses which are furthest ahead are putting schemes in place to support colleagues who identify as trans and non-binary, and providing allyship training for managers and colleagues.

Key actions include:

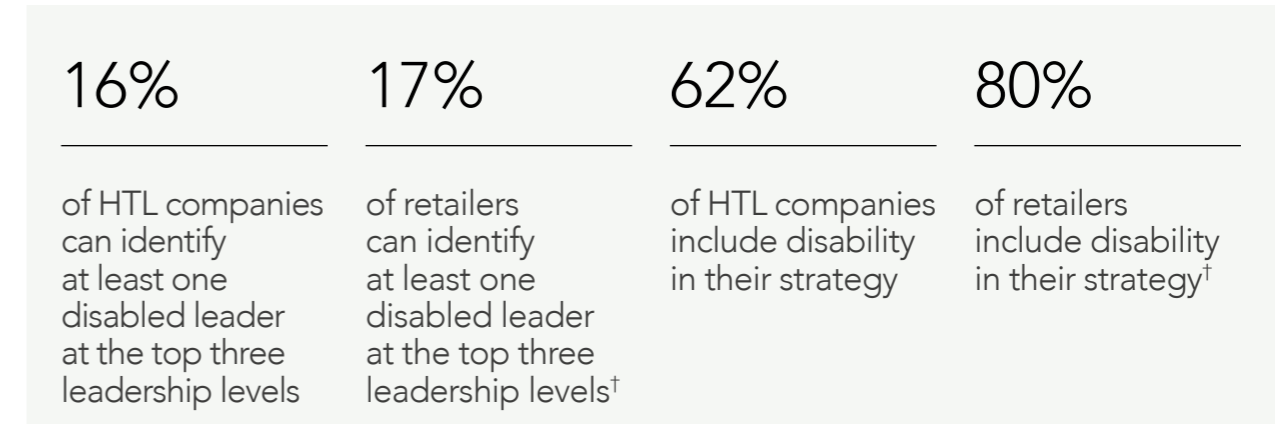
- Education and allyship training to empower managers to support transgender team members
- A calendar of inclusion events
- Listening sessions to encourage open and honest conversation about gender identity

“People are so much more confident to disclose personal information about sexual orientation and gender identity than they were even three years ago.”

HRD, high street retailer

“Our LGBTQ+ group is probably the most active of our ERGs. But measuring diversity in management ranks is harder to do, because some people still feel uncomfortable declaring.”

Head of D&I, retailer



The HTL and retail industries lack senior disabled role models

Despite disability inclusion rising up the agenda over the past few years, there are very few senior leaders who are open about their disability in the HTL and retail sectors. Only 16% of HTL companies and 17% of retailers could identify even one leader in the top three levels who have a disability. These figures represent minimal improvement on last year.

Disability inclusion initiatives are in their early stages

In HTL particularly, policies designed to promote disability inclusion are still very basic. Across both industries, businesses are more comfortable discussing and designing policies around neurodiversity than they are around physical disability. Similarly, there's more external-facing activity designed to promote accessibility among customer than there are internal initiatives.

Key actions include:

- Auditing existing policies around accessibility
- Putting in place customer-centric accessibility policies like quiet shopping hours
- Promoting flexible working policies

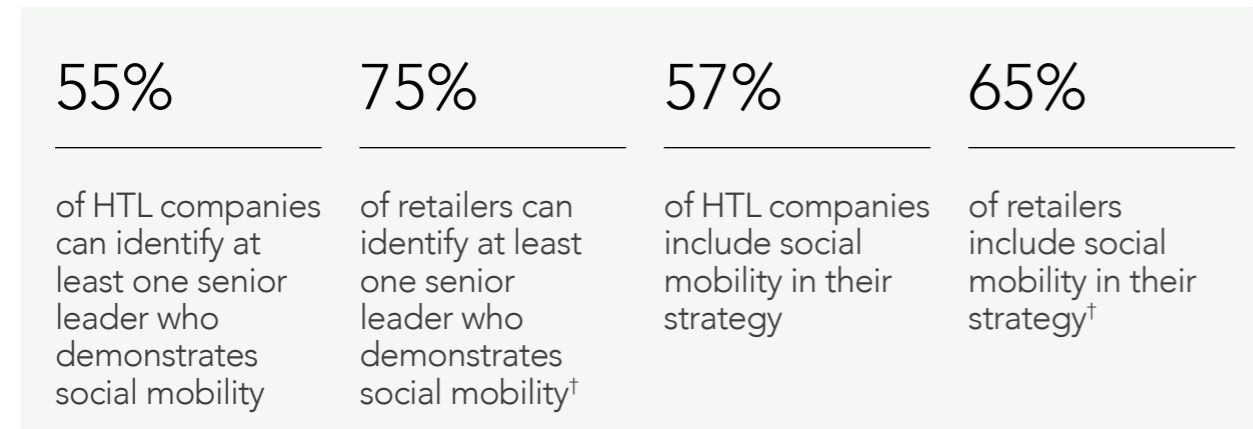
“We're trialing what we call 'sense sessions' for customers, an hour of the week during which we keep the lights low, the music quiet, and we don't turn the noisy arcade machines on.”

CEO, leisure business

“Having a flexible working policy has definitely helped with attracting disabled talent.”

HRD, hotel business

Multi-site businesses should harness social mobility



Many multi-site businesses naturally promote social mobility

Across retail and HTL, many businesses told us that their workforces are naturally very diverse, comprised of people from many different socio-economic backgrounds. Perhaps because of this, social mobility is a less-developed area of D&I. There also remains a lack of clarity around how to define and measure social mobility.

“We have people at executive level who’ve started as lifeguards, people who’ve started behind the bar, people who’ve started in housekeeping.”

CEO, caravan parks

Companies should continue to formalise their approach to social mobility

Social mobility is closely linked to greater diversity across all categories. In particular, social mobility can unlock ethnic diversity. With this in mind, companies should invest in initiatives which mentor, support and upskill workforce-level talent to create a pipeline of leaders from all backgrounds who can step up into the most senior roles.

Key actions include:

- Partnerships with schools and colleges
- Specific programmes to reach certain groups like ex-offenders and refugees

“We get around 50% answer rate on questions relating to social mobility. This might be good in some businesses, but we’re hitting 80% on other areas.”

D&I lead, grocer

Age is not a consistent area of focus



Most businesses don’t include age as a specific area of focus

Since our research began, more and more companies have adopted age as a specific area of focus on D&I. However, the majority of companies don’t have policies designed around age inclusion.

Tapping into the older workforce could be a solution to labour challenges

Age can be a useful talent pool to tap into, especially in the hospitality sector where businesses need people to cover different shift patterns, such as nights.

“We’re working with Rest Less, an organisation that helps businesses tap into the over 50s talent pool. We’re getting some really good hits from that.”

HRD, hotels business

“We’ve got a group called Generations, which is focused on designing policies that support our teams at every stage of their life.”

CEO, restaurant business



The WiHTL & DiR Collaboration Community

In the past 12 months, the WiHTL & DiR Collaboration Community has continued to grow. We now positively impact 2.5 million employees in HTL, and 1.2 million in retail. In this section, we look back on the past year and outline the ways the Community has supported HTL and retail businesses to become more inclusive organisations.

The WiHTL Collaboration Community



The DiR Collaboration Community



WiHTL governance

With 68 members who have a combined total of 2.5 million employees, the WiHTL Collaboration Community remains the largest group of organisations in the hospitality, travel and leisure sector to come together and focus on advancing EDI. Its success is in no small part thanks to the senior leaders who dedicate their time and expertise as part of the WiHTL Advisory Board.

In the past 12 months, we have welcomed Paula Mackenzie, Group CEO at PizzaExpress, Kari Daniels, CEO at SSP UK, Ireland & Netherlands, Phil Whitehead, MD Western Europe at Molson Coors, John Constable, CEO at SAGA Travel, Jyoti Taylor, Vice President Finance EMEA at Hilton, Michael Glover, CFO at IHG and Shelley Roberts, Chief Commercial Officer at Compass Group, and Hamza Durrani, Area Manager at Revolution Bars Group to our WiHTL Board.

We would like to acknowledge and thank each of the Advisory Board members, whether they have just joined the Board or whether they have served on it for a long time, for their ongoing challenge, contribution and commitment.



Tea Colaianni
Founder & Chair
WiHTL & DiR



John Constable
CEO
Saga Travel



Kari Daniels
CEO
SSP



Hamza Durrani
Area Manager
Revolution Bars and
EFL Graduate



Sonia Davies
CEO
Scott Dunn



Paul Flaum
Group CEO
Bourne Leisure



Michael Glover
CFO
IHG



Penny Hughes
Chair
Riverstone



Nick Mackenzie
CEO
Greene King



Paula Mackenzie
CEO
PizzaExpress



Carlo Mocci
CBO
Deliveroo



Patricia Page-Champion
SVP Hilton



Paul Pomroy
Corporate SVP Intl.
Operated Markets
McDonald's



Shelley Roberts
Chief Commercial
Officer
Compass Group



Jyoti Taylor
VP Finance EMEA
Hilton and ESL
Graduate



Simon Townsend
NED Cote Restaurant
Group



Lynne Weedall
NED
Stagecoach



Philip Whitehead
MD
Molson Coors

Views from our Advisory Board Members

“We continue to focus on our diversity, inclusion and belonging initiatives as part of being a responsible business. We are a UN Global Compact signatory, and have aligned our responsible business priorities to three of the UN Sustainable Development Goals, including Goal 5. The WiHTL programmes for women and ethnic leaders have supported us on our journey with several of the team taking on new roles following their participation in these programmes. We have also benefited from being part of the wider WiHTL community, accessing shared knowledge and expertise, as we have refined and shaped our policies around caregivers, fertility, miscarriage, and domestic abuse.”

Sonia Davies, CEO, Scott Dunn

“Hilton has a long-standing commitment to building a fully inclusive and equitable workforce that provides every individual with the tools and support they need to succeed. We’ve made some significant strides, bringing this incredibly important conversation to the fore across every area of our business. As a result, we’re proud to be recognised as the number one hospitality company to work for in the UK. Being able to collaborate with like-minded businesses via the WiHTL network only makes our impact stronger. We must continue to maintain a relentless, collective focus on this important topic, welcoming more businesses into this powerful community so we can continue to share learnings, best practice and new insight to deliver real change across the board.”

Patricia Page-Champion, SVP & Global Commercial Director, Hilton

“I am honoured to have joined the WiHTL Advisory Board this year, continuing IHG Hotels & Resorts’ founding membership. WiHTL’s work is vital to our industry. Its Collaboration Community continues to grow, highlighting its importance and bringing together companies across the sector, sharing resources and best practice to achieve our joint goal of improving DE&I within hospitality. The collective effort of so many within the industry, corralled by organisations such as WiHTL, creates meaningful change for good. I’m incredibly proud of our partnership with WiHTL and IHG’s commitment to champion a diverse culture where everyone can thrive.”

Michael Glover, CFO, IHG

“We have made huge strides in our I&D journey within the last year. We now have a clear infrastructure within Bourne Leisure to drive and action our strategy, consisting of four main workstreams, (1) Education & Celebration (2) Upskilling Leadership, (3) Inclusive Recruitment and (4) Diversity Data. These are led by subject experts, with our I&D Board, which I chair acting as an advisory body for all proposals and measuring our progress.

Our membership with WiHTL has been vital with building our confidence on I&D topics and has provided us with expert resources and knowledge for us to shape our I&D agenda. Having some of our team involved in three of the recent WiHTL programmes has been invaluable. It has allowed them to grow personally and network resulting in them feeling empowered to drive our I&D strategy in a more informed direction. We are extremely proud to sponsor the next Global Women Leaders Programme.”

Paul Flaum, MD, Bourne Leisure

“As a newcomer to the WiHTL Advisory Board my early perspective is entirely positive. Tea Colaiani and her team have garnered support for WiHTL & DiR from all manner of organisations, the very large and small, through the excellent programmes they offer, the communities they support and the events they organise. All are great forums for us to collaborate and learn from each other. SSP UK & Ireland remains committed to the EDI agenda, however I want us to go faster. I believe we can by engaging more with all that WiHTL & DiR has to offer. My call-out programme from colleagues’ feedback is the Ethnic Future Leaders Programme!”

Kari Daniels, CEO, SSP UK, Ireland & Netherlands

“At Greene King, we’re on a journey to everyday inclusion; we want it to be part of our DNA and working with WiHTL has helped us to take steps towards that goal. Through WiHTL’s research identifying issues across the sector, such as the “motherhood penalty”, hospitality businesses are playing their part in creating a more equitable industry.

But there is still a lot to do. Hospitality must continue its commitment to EDI, especially during difficult times like the cost-of-living crisis. The programmes that WiHTL delivers are crucial to informing leaders across our industry and maintaining the momentum we have already built.”

Nick Mackenzie, CEO, Greene King

DiR governance

Diversity in Retail now has 42 Members, who have a total of 1.1 million employees. We remain indebted to the expert guidance and support provided by our Advisory Board – some of UK retail's most influential leaders – to steer us towards greater success in our mission to create diverse and inclusive environments in the retail sector.

We are delighted to now include Darren Shapland, NED, JD Sports and Aisha Jakhura, Head of Campaigns (Tu & Habitat) at Sainsbury's (and Ethnic Future Leaders Programme graduate) to our Board.

We would like to acknowledge and thank each of the Board members for their challenge, contribution and commitment.



Tea Colaianni
Founder & Chair
WiHTL & DiR



Laura Battley
Company Secretary
and General Counsel
The Watches of
Switzerland



Koreen Fader
CEO
QVC UK



Aisha Jakhur
Head Of Campaigns
(Tu & Habitat)
Sainsbury's



Sue Kemp
Managing Director
Associated
Independent Stores



John Mewett
CEO
Screwfix



Simon Roberts
CEO
Sainsbury's



Debbie Robinson
CEO
Central Co-op



Darren Shapland
NED
JD Sports



David Wood
CEO
Wickes

Views from our Advisory Board Members

“Central Co-op’s purpose is to create a sustainable society for all. The quadrant we work to is being sustainable from a financial perspective, sustainable from a human perspective, sustainable from an environmental perspective, and to achieve this for everyone is the inclusion element. This multi-level approach to ESG is helping to raise the bar and as much as anything, it’s about learning. Diversity in Retail as an organisation is completely transformative. What separates it from others, is that it has no other purpose than creating a much more diverse – and therefore successful – workforce. It’s been game changing in its absolute and relentless focus – off the scale in terms of its ambition, but also off the scale in not accepting excuses and making us all answerable. What Diversity in Retail does incredibly well is it listens, and the continuous learning comes from the speed with which they organise themselves and then deliver.”

Debbie Robinson, CEO, Central Co-op

“Striving to make your business more inclusive and diverse isn’t just a good thing to do, it’s vital for commercial success. It opens a business up to broader perspectives, a difference of ideas and a wider talent pool, providing strategic advantage and ultimately better results. The great work that WiHTL & DiR does to foster and grow a collaborative community and their outstanding offer of programmes, resources and events that businesses can access and benefit from goes from strength to strength. Proof, if needed, that the retail and hospitality sectors are continuing to see the importance of this work and are more keen than ever to collaborate and share emerging best practices. We are especially delighted to be sponsoring the DiR Ethnic Senior Leaders programme this year and look forward to hosting the launch and graduation events and giving all the delegates a warm Wickes welcome.”

David Wood, CEO, Wickes

“It’s really inspiring to see all the great progress Tea and the team have made happen so far this year. Such a clear example is the brilliant success of the Global Women Leaders, Role Models for Inclusion, Women to Watch, and Ethnic Future Leaders Programmes. At Sainsbury’s, we’re delighted to have 15 colleagues along with a sponsor and reverse mentee for every colleague taking part in this year’s Ethnic Future Leaders Programme; this is more than in any previous year. Such commitment and focus is having a major impact in our business with significant movement in our ethnically diverse representation, with the percentage of ethnically diverse colleagues in our top 200 leaders increasing by over a fifth since March 21st to 9.8%. We’re confident we will see more positive progress as these DiR programmes help us to drive real and positive change.

Diversity in Retail is driving positive change and impact across our industry, enabling and supporting many retail brands to share and access best practice and make such good use of DiR’s connections. At Sainsbury’s, we are using these connections to work on challenges we face, like disability and data declaration, and we also continue to access and make plenty of use of the wealth of toolkits and reports that are accessible through DiR’s Hub.

I’m looking forward to another landmark Diversity in Retail Summit next month. This is the event in the calendar that none of us can afford to miss and following the success of last year, I’m certain it will be a great opportunity to listen, learn and reflect on how we can make even more of a positive difference happen across our businesses and this industry this year.”

Simon Roberts, CEO, Sainsbury’s

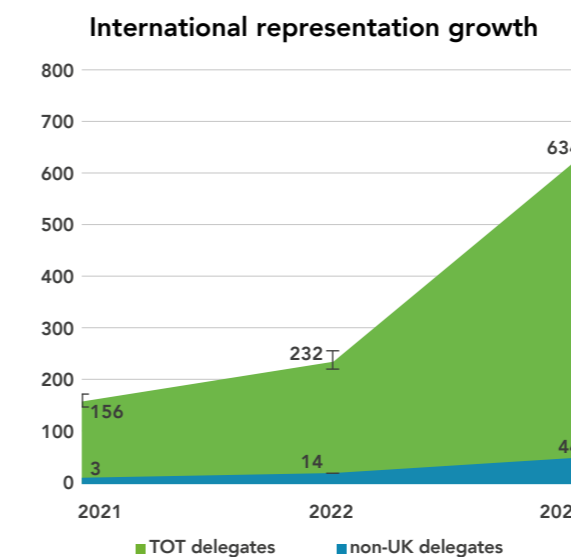
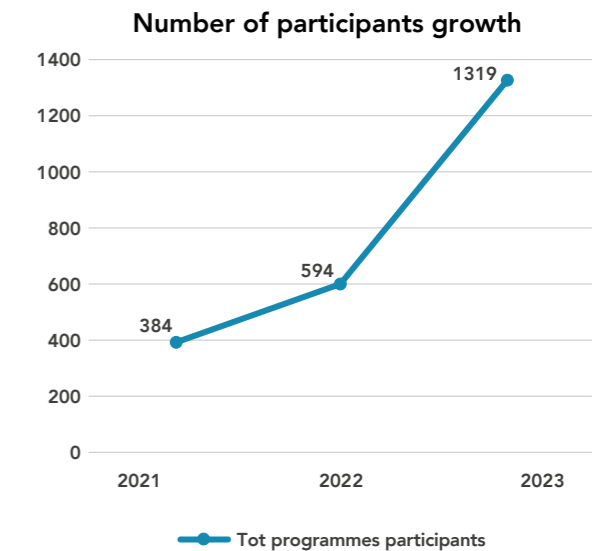
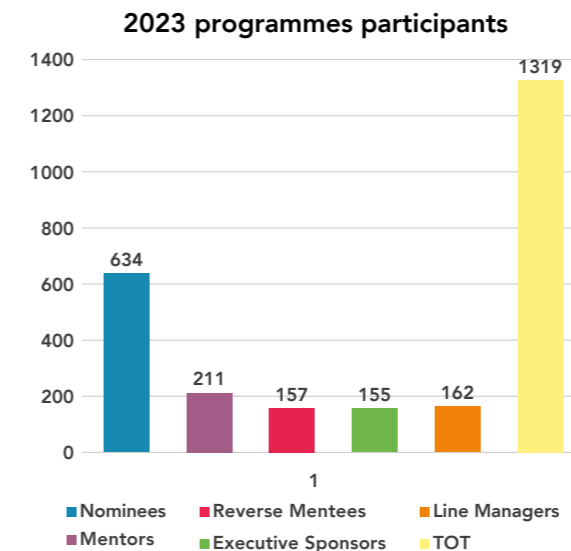
“Supported by our productive partnership with WiHTL & DiR we have been able to achieve positive progress on our Inclusion and Diversity agenda at Kingfisher despite the challenging macro-economic context. While proud of our work, particularly to build allyship across majority groups, we are not complacent and recognise we have much more to do to create a truly inclusive culture where everyone feels they belong. My role as sponsor of our Group I&D Forum has reinforced for me the critical importance of allyship in a leadership position and how as leaders we never stop learning. The more diversity we surround ourselves with, the richer that learning can be.”

John Mewett, CEO, Screwfix

Development Programmes

Our groundbreaking, cross-industry Leadership Development Programmes continue to go from strength to strength.

By the end of 2023, we will have completed a total of 8 cohorts made up of over 1300 participants, more than double last year's total. These programmes remain the 'jewels' in the WiHTL & DiR offering, and are improved all the more by the increased frequency of in-person sessions – which allows for cross-sector networking opportunities, rich and insightful conversations from multi-experienced perspectives, and personal interaction with peers.



Global Women Leaders Programme

The Global Women Leaders Programme (GWLP) is a unique, comprehensive, cross-industry programme designed to provide a series of experiences and learning opportunities to support career progression for high-potential women leaders in the HTL and retail industry. Supported by McDonald's, Cohort 5 is underway and Cohort 6 will launch in February 2024.

This programme aims for delegates to:

- Understand strategic thinking for leadership
- Increase confidence and personal resilience
- Build career-enhancing networks
- Provide insights into the journey of a C-suite leader
- Create an individual action plan

The latest graduation of the Global Women Leaders Programme was hosted and supported by AlixPartners, and held at Revolution Leadenhall (hosted by WiHTL Member, Revolution Bars Group). Those in attendance heard from delegates Caoimhe McManus, Senior Data Protection Manager at Post Office and Isabel Garcia Alvarez, Director Operations Planning at Vueling Airlines who shared their experiences of the GWLP.

“This programme has been instrumental in helping me develop new skills and enhance my leadership qualities. I now feel more confident and empowered to take on new challenges and drive growth for my organisation.”

Isabel Garcia Alveres, Director Operations Planning, Vueling Airlines

“For me, developing the mentor relationship has been an absolute highlight. Becoming able to really articulate what I want with their support and routes to achieving that. Having an independent sounding board to sense check courses of action and have open, honest conversations.”

Caoimhe McManus, Senior Data Protection Manager, Post Office

David Wood, CEO of Wickes, stressed the need to continue to invest in diversity and inclusion initiatives and offer development opportunities to underrepresented groups as a fundamental business priority that will enhance financial performance.

“We change the world by changing our own little corners of it. We change it by supporting others and paying it forward. Spread kindness and success through the world. Remember when you are trailblazing, to mentor people and to accept praise graciously.”

Emma Henderson MBE, CEO, Project Wingman



Ethnic Future Leaders Programme



The Ethnic Future Leaders Programme (EFL) aims to improve ethnic diversity in leadership through identifying and investing in existing high potential employees from diverse ethnic backgrounds, supporting their progression into more senior roles across hospitality, travel, leisure and retail. In addition to supporting delegates on their leadership journey within our sectors, the programme has a much wider ambition to positively impact the broader culture across the sector by involving line managers, executive sponsors, and senior executives as reverse mentees. They too joined the programme and had access to exclusive training sessions to equip them with the tools and confidence to have conversations about race and ethnicity, and lead inclusively.

Cohorts 3 and 4 had more than 600 participants. The EFL remains our largest and most far-reaching programme in terms of the numbers of people involved.

Cohort 3 concluded with an in-person event where delegates heard from keynote speaker René Carayol and leaders within the HTL and retail sector, and Cohort 4 is also coming to and end, with thanks to Sainsbury's for their support. Cohort 5 in partnership with McDonald's will launch in November 2023.

Programme benefits include:

- Access to industry-specific content
- Become part of a lasting alumni network
- Experience reverse mentoring with senior leaders
- Guidance from industry leaders and external experts
- Personalised support for career progression

“Incredible programme. There was so much learning and a great opportunity to meet different people from different backgrounds sharing experiences, their journeys and insight into external perspectives.”

Rina Kotak, People Business Partner, British Airways

Ethnic Senior Leaders Programme



The Ethnic Senior Leaders Programme (ESL) is designed to support and prepare ethnic senior leaders for 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. The second cohort of the programme was supported by Odgers Berndtson and included 30 delegates (including mentors). Supported by Wickes, Cohort 3 launched in October 2023.

“I thoroughly enjoyed every single aspect of the ESL Programme, and gained so much insight and knowledge from every interaction that I had. During the process my career has gone from strength to strength, and I feel truly humbled to have been part of such a sensational cohort of people.”

ESL Graduate, Kiran Bhogal, Central Co-op

This programme helps delegates to:

- Discover leadership strategies and develop self-awareness to succeed along the way
- Start honest conversations about underrepresentation in the workplace and barriers to success
- Navigate the corporate environment
- Build a productive and meaningful network

Women NED Programme



Over and above having a Board which is balanced in terms of representation, research shows that having women at the highest level of decision-making brings necessary perspectives around the market, risk-taking and creating a more dynamic boardroom. The first cohort of the Women NED Programme, which was supported by McDonald's, launched this year, specifically designed to prepare women senior leaders for non-executive director (NED) roles within the hospitality, travel, leisure and retail sectors and support them in understanding the skills required to secure and succeed in their first role.

24 women took part in this inaugural programme and, supported by Flutter, Cohort 2 launched in September 2023. This programme helps delegates to:

- Add strategic value in the boardroom
- Discover practical strategies
- Improve networking
- Raise professional profile
- Find and secure the right role

The Women NED Programme is now endorsed by the Good Governance Academy, a non-profit organisation which focuses on outcomes-based governance, conscious corporate leadership, and value creation in a sustainable manner. Such an endorsement reinforces our commitment to supporting women's advancement to the highest levels of leadership redressing current underrepresentation and encouraging balanced Boards.

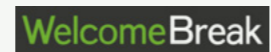
“The Women NED Programme is the most impactful and useful development programme I have been on in my 30 years of work. Filled with inspiring leaders, subject matter experts and educational materials it provides a thorough insight into the realities of becoming a successful NED - warts and all! I'm sure our Boardrooms would greatly benefit if all new NEDs could attend this programme.”

Delegate

Success and Impact

We are incredibly proud of every career advancement made by the WiHTL & DiR Alumni and we have tracked well over 100 promotions achieved by those who have graduated from our programmes. Here are some stories from four of those who continue to flourish in their careers:

Of note this year is the increased number of international programme delegates – with more than 10% of our participants joining us from across the globe in 2023 (up from only 1% in 2021). With many multinational organisations within our Community, we encourage participation from all over the world, as we widen the reach of our collective impact. This year, we have welcomed delegates from Poland, USA, France, Netherlands, Spain, Germany, Hong Kong and Romania, and our plans for 2024 will focus strongly on how to extend our international focus and support members to disseminate their EDI strategies across their businesses worldwide.



Vicki Phimister
Head of Marketing & Customer Insight
Welcome Break
Global Women Leaders Graduate

“From the moment I enrolled on the WiHTL & DiR Global Women Leaders Programme, I was impressed by the curriculum which was clearly designed to address both professional skills and personal development. Through insightful webinars and one-to-one mentoring sessions, I gained valuable insights into effective communication, strategic thinking, and the skills that are needed to become a versatile leader. What truly sets this programme apart is its commitment to fostering a diverse and inclusive environment. The emphasis on addressing gender-specific challenges and leveraging the unique strengths of women leaders was both refreshing and empowering. As I reflect on my journey, I am proud to say that the Global Women Leaders Programme played a key role in securing my promotion to become a Head of Department within my organisation. The skills I acquired during the programme have enabled me to become a more effective leader whilst enhancing my personal confidence in and out of the workplace.”



Andrea Wareham
NED
Drop-in, Psyche
Women NED Graduate

“The WNED programme provided an excellent springboard from Exec to NED life and played a key role in helping me secure my NED portfolio. It ensured I truly understood the NED role, was prepared for NED interviews and gave me meaningful connections with leading search firms and experienced NEDs which have proved beneficial. Most importantly it gave me the confidence I needed to take the next steps into my NED career. Thank you WiHTL!”



Bhaven Pacholi
Head of Terminal 3 (Heathrow)
British Airways
Ethnic Future Leaders Graduate

“An amazing 6-month journey of self-discovery that shows the power of relationships and networking plus a reflection on imposter syndrome and how to overcome it irrespective of some of the complex issues faced by ethnic minorities. The courses and speakers that WiHTL arranged were inspiring and powerful. The programme reminds us that this is just the start, but we all have a purpose and there are no limits. A quote that still stays with me is: “If you have the opportunity to develop and succeed, why wouldn't you take it?” I took it and brought it alive for myself, leading to a successful promotion as Head of Terminal 3 for British Airways.”



Gav Singh
Head of Finance
Sainsbury's
Ethnic Future Leaders Graduate

“The EFL Programme played a big part in building my self-confidence and recognising that I have so much to offer my company. It is really inspiring to be around successful ethnically diverse people whether that's delegates, presenters or the people running the programme. Thank you DiR for contributing to my career and the promotion I achieved this year.”

Working Collaboratively: our Committees

The WiHTL & DiR Committees continue to provide in-depth support and a forum for cross-sector collaboration on the finer points of accessibility, employee network groups, data and insights, race and ethnicity and more general EDI topics within human resource teams.

Since last year, the number of representatives in the Committees has increased by 54% on average and the number of companies has increased by 47%. Representatives come from a variety of backgrounds and functional areas. They are all passionate about driving equity, diversity and inclusion in their respective organisations and are keen to learn from each other. (There is no specific requirement that representatives have to be doing a role directly linked to EDI.)



Our Committees provide a dedicated space for representatives from within the Collaboration Community to gather on a regular basis. Committees share best practice and insight, to work towards finding solutions within their own organisations, but also the sector as a whole, to highlight areas which require more focus, and to discuss plans around EDI events and dates.

A key topic in Committee meetings has been awareness and celebration dates in the EDI calendar such as South Asian Heritage Month, National Inclusion Week, and Black History Month. Members have shared plans and ideas for various events whilst highlighting the importance of using awareness dates to share the steps their organisation has taken towards creating inclusive and equitable workplaces. Another key topic has been how to promote further learning and actions that individuals can take.

Following feedback from the Collaboration Committee survey, each Committee meeting now has at least one guest speaker who presents best practice on a specific topic e.g. Azezat Botchway from Wickes shared details of their Race Allyship Programme at the R&E Committee meeting, and Alison Ramejkis and Michael Dodd from QVC shared their achievements and learnings from running the Disability Employee Network Group at the Accessibility Committee meeting.

We've also had external guest speakers to share their expertise, and the discussions that follow are something which has a direct impact on initiatives in our member organisations. This ranges from what they decide to implement, who should be involved in the process, challenges to expect and how to mitigate them, to how they launch and communicate the initiatives, and how they measure their impact.

New and upcoming

New for 2023: CFO Committee

As part of our determined effort to engage leaders at all levels within organisations, we are launching our Chief Financial Officers in HTL & Retail Committee (CFO Committee).

Supported by Founding Member Paul Edgecliffe-Johnson, CFO at Flutter Entertainment, the Committee will play a fundamental role across our Collaboration Community in solidifying EDI strategies, in long term business planning, linking them to ESG commitments, and wider strategic imperatives.

The Committee's priorities will be:

- Engaging with the finance community
- Advocating the importance of EDI as a strategic business objective
- Achieving diversity in the finance function
- Promoting the role of the CFO in championing diversity, internally and externally

The CFO Committee will expressly seek to engage finance and business leaders within member organisations. The Committee will discuss EDI as a business objective with both an internal and external focus, foster learning from industry peers about measuring and benchmarking financial success through embedding EDI strategies, and how to achieve shareholder support in terms of broader ESG reporting.

The CFO Committee will meet quarterly. Membership of the Committee is by invitation. Applications to join can be submitted to info@whtlanddir.com.



Output and impact

Following insights gained from the Committees, some members have implemented specific inclusion training. For example, we know from our Accessibility Committee that discussions around appropriate language connected to disability helped inform a session which was recorded by one member on the topic of neurodiversity. In response to prompt action taken as a result of insights gained from the Collaboration Community, one member described how they are rolling out inclusion training to all members of their company by the end of year.

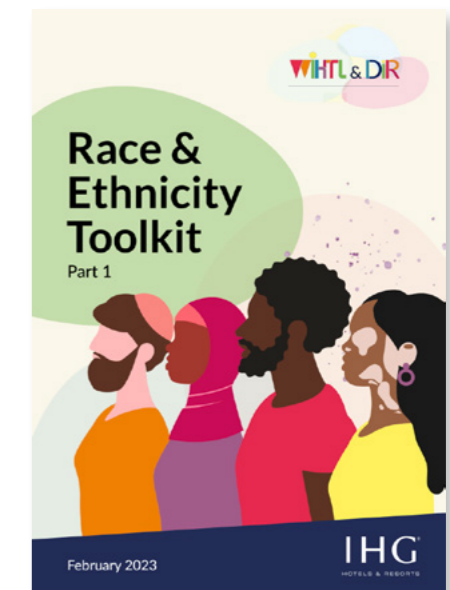
We were delighted to hear how employee network group discussions enable Members' progress.

“Discussions around ENG structure and different types of output have allowed me to restructure how we currently manage DEI initiatives at my company. We're ~4 months into the new structure and have achieved more in that time than since our beginnings in 2020.”

Lauren Jacob, DEI Chair, Monica Vinader

Looking ahead, the Accessibility Committee will be working collaboratively with WiHTL & DiR on an Accessibility Toolkit aimed at helping organisations to ensure their policies, processes and ways of working are accessible to all.

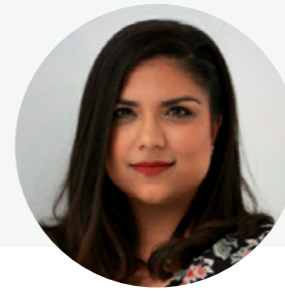
Together with our Race & Ethnicity Committee we have developed the Race & Ethnicity Toolkit (in three parts), which is aimed at organisations and individuals who are committed to removing barriers and tackling racism in the workplace. The Toolkit is the product of extensive collaboration and best practice amongst companies that have made race equality and inclusion a priority, and is supported by IHG. We have already published part 1 and 2, with part 3 on the way imminently.



Cross Industry Initiatives

Collaboration is the very cornerstone of the WiHTL & DiR Community: sharing best practice, providing a friendly forum for discussion and where different perspectives lead to exciting innovation. Increasingly, our HTL and retail member organisations are working together and finding solutions which are mutually beneficial, a fantastic example of which can be seen in the case study in this chapter.

The concept of collaboration can also be viewed in a different sense: promoting change both organisation- and sector-wide through being an advocate for inclusion. Supported by The MBS Group, our annual Women to Watch & Role Models for Inclusion Indexes shine a light on men and women nurturing and advancing goals for a more equitable workplace, as well as showcase the variety of roles women have across the industry.



Chami Dhillon

Group Head of Inclusion & Diversity at Kingfisher

Garry Clarke-Strange

Head of Inclusion & Diversity at Greene King

We spoke to Chami Dhillon, Group Head of Inclusion & Diversity at Kingfisher and Garry Clarke-Strange, Head of Inclusion & Diversity at Greene King, about their collaborative way of working and how this has helped them advance their EDI goals.

How did you first meet?

Chami: I had the pleasure of meeting Garry at the Inclusion Summit in 2022. We were both contributing on a panel and it was clear when we were preparing for the discussion that we had similar philosophies on the purpose of our roles and where we could make the most impact for our organisations. I was immediately drawn to Garry's pragmatic brand of optimism – I think we could all do with a bit more of that in our professional and personal networks!

Garry: Both being panel speakers at the Inclusion Summit last year, I sat next to Chami as we watched other panels before our turn to speak. We immediately clicked and although we are quite different people working in different sectors, we have very similar mindsets and had an easy connection. A colleague observed what a fantastic speaker she was – and I absolutely agreed! We swapped details at the end of the conference and we now email, call and get together regularly.

You work in two very different businesses, what have you found to be common challenges?

Chami: I think all organisations are grappling with making everyday acts of inclusion part of their cultural DNA and that's what we've spoken most about. To be able to do this we need to engage all colleagues in the dialogue on inclusion (especially those in majority groups); continue to work on reflecting the customers and communities we serve through a diverse workforce at all levels (recognising that we must focus as much on developing and retaining diverse talent as we do on attraction); support people managers to create "safe spaces" in their teams where people can bring their full selves to work; and do all of the above in a sustainable way so that we continue to build progress year after year. Whilst our specific challenges may differ, we're both focussed on delivering the same outcomes.

Hearing an honest account of how another organisation has continually identified opportunities to enhance / evolve their culture and then actioned a programme of work on it has been immensely valuable. For me, it's a great example of how a collaboration community such as WiHTL & DiR can continue to add value to EDI practitioners' professional growth – through enabling these learning moments.

Garry: What's been great about our collaboration is the commonality in the challenges that we face. It might, for example, be related to women's representation and leadership, and wondering if we are moving the dial quickly enough. In speaking with Chami, I understand how we are all facing the same challenges. A recent project we have been discussing is around inclusion and the customer and we have shared examples of what others are doing. At Greene King we want to bring the customer with us as part of the inclusion journey – not something we as HR practitioners usually deal with. If we want customers to behave in a certain manner in our pubs, or in our businesses in general, then we have to help people to get there. This is another common challenge that we need to think about across both our sectors.

Working in EDI can be challenging, how do you support each other to keep motivated?

Chami: I value Garry always offering a kind ear, swapping stories (good and bad) and sage advice. I feel immensely privileged to lead the EDI agenda for Kingfisher and am incredibly proud of the progress we've made over the last 2 years. That being said, EDI roles can at times be lonely and often require "invisible" emotional labour. I spend much of my time and energy being a custodian of safe spaces across Kingfisher. Peer relationships, like the one Garry and I have built, is my safe space. Personally, I think there is a special quality in a peer who becomes a vocal and consistent cheerleader of your work (and can remind you of that on your tough

days) – it is one of the kindest things we can do for each other as our specialism matures and evolves.

Garry: The lovely thing is it hasn't felt forced. Because Chami is such a relaxed person, we've found different ways of communicating. It might be about a policy I'm writing and I ask if she has done similar. We've shared ideas and there have been truly valuable days where we've gone for lunch and talked about life a little bit as well. One thing that I'm beginning to realise within EDI is that we all probably came into this space because of some shared or past experiences and that we're trying to make things better for other people. That's our passion and why we do it and it means that we have really authentic conversations between us which allows us to build a trust from which we are then able to then discuss how we apply that passion to our work. It's also nice to have somebody who doesn't work at Greene King, who is completely separate from what we do, but has similar ideas and thought processes...

What have you learnt from each other?

Chami: No matter the topic, I am inspired by Garry's tenacity and vision. I've particularly valued his counsel on how we nurture colleagues new to the EDI specialism. In a misunderstood specialism, with colleagues often imbued with a deep passion and great ambition, we have a duty of care to less experienced EDI specialists particularly around mental wellbeing.

Garry: Chami has taught me about having confidence in my own way of thinking. Right from that first day when I first met her and thought she was amazing and aspired to work with her, Chami's supportive attitude reassures me that we are moving along the right track. That my voice is credible. Because sometimes the hard part, especially with small teams and lots of different opinions, is maintaining the courage of my own convictions. Chami has helped me do that.

What have you both done differently or changed based on the advice of the other?

Chami: Garry has been generous in sharing work in progress on embedding an inclusive culture at Greene King. Although the audience and approach differ to that at Kingfisher, I have been able to heed the learnings shared when we've been building our own work on allyship (due to launch later in 2023). Seeing the value in our knowledge sharing, I have been further encouraged to share our work (both successes and learning moments) as part of the collaboration community and my wider professional network.

Garry: I can give one specific example around a policy we were working on. I suggested an idea about a very basic version of a policy past Chami. The version that she shared had a slight slant to it, and I have subsequently championed this small change for Greene King to use. I've had some challenges but actually, it's the right thing to do. A little bit of counsel about whether it would be better. Would it help more people? Would it be more inclusive? It's invaluable to have that second opinion. Equally, I've shared our inclusive leadership modules so it's mutually beneficial.

How do WiHTL & DiR help this new partnership?

Chami: Thank you to WiHTL & DiR for the work you do to nurture cross-industry collaboration that enables peers like Garry and I to meet, exchange value and continue to grow the impact of the EDI agenda in our organisations and as individuals.

Garry: The HTL sector can be quite insular. WiHTL & DiR bring the different sectors together but the important note for me is to make a connection with someone who you trust. Kingfisher and Greene King are both very big and their makeup is similar, in that they're matrix, but Kingfisher are global and Chami's role sits in the centre, whereas mine is sitting in the centre in the UK. But it's the same challenge regardless of the job role. Chami's also trying to do things differently in different countries, which adds a layer of complexity. It gives me something to aspire to: the global footprint and that she's able to make an impression across it all. She inspires me to want to do more.

Women to Watch and Role Models for Inclusion

There is no greater endorsement for the career success of women leaders than in hearing their stories first hand. Learning about the paths travelled by women who may have overcome bias or taken risks in the face of challenges while remaining true to themselves, serves as a profound and authentic way to motivate other women with similar aspirations.

The Women to Watch Index in the HTL and retail sectors, is a collection and celebration of women and their achievements. A common thread running through their personal accounts highlights their authenticity, curiosity and vulnerability as they have advanced through their careers. They also provide examples

of what – and who – has been a motivating factor and share advice which has worked for progressing their own professional lives. We hope that by showcasing the varied and remarkable careers of women across the sector, we will inspire other women to pursue a career and progress within our industry.

Of equal inspiration are the Role Models for Inclusion – leaders who are striving to foster a culture of inclusion and belonging within their organisation. These leaders are passionate about promoting diversity by being vocal advocates for change, chairing internal EDI groups or actively supporting external initiatives.





In HTL

To accompany the launch of the Index, everyone featured was invited to a celebration event in December. Among the fantastic speakers, we heard from Shanika Trotman, Partnerships Manager at easyJet who appears in this year's Index. Shanika questioned how organisations wishing to demonstrate their dedication to achieving good levels of female representation in senior roles need to consider the huge pressures facing parents. The cost of nursery fees and personal sacrifices to families can mean making a choice when all options should be possible and available, and how more parental support could ensure lower rates of attrition.

At a second, exceptional in-person event on International Women's Day, this double celebration heard from yet more inspirational speakers, including Paula MacKenzie, CEO at PizzaExpress who shared her top tips for women talent to advance their careers. Paula explained how there is no prescribed route to

leadership or entrepreneurialism and that the path will be unique for everyone, plus how women should take calculated risks, and find other amazing women to speak to and learn from.

In Retail

In May, we held the Women to Watch & Role Models for Inclusion in Retail launch event in London. Hosted by DWF at their fabulous offices with views across the City of London, 34 women within the retail sector were recognised and celebrated for their achievements, and 30 Role Models for Inclusion for their advocacy of diversity and inclusion within their organisations. Delegates were able to network and hear speakers from John Lewis, Central Co-op and Kingfisher.

We will be asking for nominations for next year's Indexes in due course and look forward to working in partnership with The MBS Group once again to produce such inspiring collections of personal experiences and career triumphs.

“Do your utmost to help other women. Whether it's advice, a shoulder, some home-truth giving, it is all support. The best women leaders are those who seek out other women to help, those who regard fellow women as their equals and who do not wait to be asked, but who seek out opportunities to help. We all have a responsibility to pay it forward!”

**Karen Bird, Interim CEO, McColl's Retail Group
Woman to Watch 2023**

“Beyond what role models say and share, it is about what they do. Showing up consistently and using their voice and platform for the benefit of others, even when it is hard. Investing their time, resources, patience – in places that others may not. Introspecting often, learning always and finding ways to mobilise others.”

**Chami Dhillon, Group Head of I&D, Kingfisher
Role Model for Inclusion 2023**

“I have long believed in the power of diversity and the positive outcomes we can from challenging ourselves to improve diversity and programmes like this are crucial for leaders in our sector. Business leaders need to promote change for future colleagues to achieve their ambitions. Our colleagues are our biggest assets and their diversity is too.”

**Matt Doughty, Chief Growth and Strategy Officer,
DWF**

Resources

We have produced a wide range of resources throughout the year: reports and toolkits; interviews with leaders and EDI advocates, and virtual webinars and roundtables. While theory and research play an important part, the power of storytelling remains prominent when we create content.

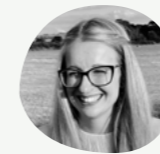
The resources we produce are for the benefit of our member organisations and can be found in our resources platform, the Hub.

Spotlight On series



To shine the spotlight on the sometimes unsung superheroes of EDI, those who address the challenges of their organisation's diversity and inclusion initiatives, we have spoken to EDI leaders and senior people who are starting to move the dial towards an equitable workplace.

The Spotlight On series was launched this year and we have heard amazing personal stories and insights from EDI Leaders:



WHITBREAD

Janet Tidmarsh at Whitbread, spoke about the importance of diversity and how Whitbread has made valuing difference a core part of their inclusion commitments to ensure that colleagues from underrepresented groups feel a strong sense of belonging.



very

Kim Pritchard at The Very Group discussed the importance of education as part of Very's EDI commitment, their pilot programme for people of colour, and how their Curious Coffees initiative brings colleagues together and helps create a sense of belonging.



GREENE KING
BURY ST EDMUNDS

Garry Clarke-Strange at Greene King spoke about one of their latest initiatives – a new podcast series looking at everyday inclusion at Greene King called "A Pint Of Perspective", which talks to different members from each of their four Employee Led Inclusion Groups within the business, and explores why it's important to be able to bring your authentic self to work.



virgin atlantic

Estelle Hollingsworth CPO at Virgin Atlantic spoke about social mobility and the importance of engaging younger generations, employee wellbeing and about the success of Virgin's Gender Identity Policy.

The series is continuing this autumn with conversations with EDI advocates from Sodexo, Post Office and Kingfisher.

Employee Network Group Conference

Our second Employee Network Groups (ENG) Conference, took place on the 14th March 2023 and included three panels: Connecting the Community and How to Drive Employee Network Group Engagement; Intersectionality and Maximising Inclusivity Through ENGs and lastly, Executive Sponsors spoke on measuring the success and business impact of ENGs. We also heard amazing insight and experience from EFL Programme graduate and former WiHTL Advisory Board Member, Tieran Bhuhi about the role and upskilling of ENG leads. We had a 24% increase year-on-year for ENG Conference registrations (446 compared to 361 in 2022).

“I had the pleasure of attending the Employee Network Conference today. Such a great event, hearing some amazing ideas and tips. I can't wait to put them into action! Thanks to WiHTL & Diversity in Retail and all of the inspirational speakers.”

ENG Conference Delegate

Roundtables

For smaller, in-depth discussions on EDI-related topics, we host a number of roundtable sessions throughout the year, inviting expert speakers to share their insights and promote purposeful conversation

The International EDI Roundtable covered international EDI practices and brought together HR Leads from across the WiHTL & DiR Community. We discussed how to overcome the biggest challenges facing global organisations today such as achieving consistency across regions, demonstrating best practice in a range of cultures, building EDI task forces across multiple time zones and measuring ethnicity data when employees are based all around the world.

We hosted over 40 HR leaders from our Collaboration Community for a roundtable discussion focussing on Diverse Recruitment in collaboration with The MBS Group and discussed best practices from our member organisations, as well as looking at opportunities to recruit more diverse teams by sharing and amplifying existing EDI policies; how to weave EDI into employer branding; harnessing technology to remove biases from job descriptions and onboarding processes; anonymous CVs and tapping into diverse talent pools. Our most recent roundtable discussion focused on the emerging importance of social mobility, how to unlock it and its role in creating the diverse organisation.

Reports and Articles

We recently published our annual Gender Pay Gap Report in the HTL and retail industries in which we included case studies and best practices from within our membership Community. The overview of this year's reports (one for HTL and another for retail) shows that although there is positive progress, the rate of change is slow and looking forward, businesses will need to work on their plans to actively reduce the gap if they are to adhere to ESG frameworks and the demands of stakeholder expectations. Of particular interest is the increasing uptake in ethnicity pay gap reporting and we received some fascinating insights into how some of our members are advancing with managing data on their employee demographics.



At the beginning of 2023, we published the Employee Voice Report after a community-wide survey was sent to our members' employees. We had two objectives: the first was to discover the employee perspective in terms of EDI within their organisation, and the importance of this topic on a personal level and secondly, to establish a baseline from which we can benchmark progress. Key findings showed how the business imperative relating to EDI cannot be understated and that workplace discrimination remains prevalent in the industry. Recommendations included improving internal communication around EDI to help ensure all colleagues understand company approaches, and creating a greater sense of belonging (I can be myself at work) for employees.

We monitor and review external activity pertinent to our members' EDI goals and amplify our members' stories through the articles we write.

These include topics such as the FTSE Women Leaders Review 2023, women NED roles and age inclusive workforces.



Toolkits

The fast pace of EDI progress requires credible collateral to support HR and EDI leaders and our toolkits are a popular and useful resource.

The WiHTL & DiR Race & Ethnicity Committee worked closely and collaboratively with our EDI Lead to produce a series of R&E Toolkits. The Toolkit consists of three parts. In Part 1 of the Race & Ethnicity Toolkit, which was launched in February 2023 during Race Equality Week, we explored some of the actions we can all take as individuals to challenge racial inequalities in the workplace and create safe, inclusive environments. The second part, which launched in 2023, is aimed at line managers and leaders in the hospitality, travel, leisure and retail industries and provides practical guidance on the actions they can take to become inclusive leaders. These include addressing non-inclusive behaviour, supporting colleagues with racial trauma, and becoming a reverse mentor. The final part will be launched in Q4 and will explore making a difference at an organisational level, offering specialised support for employee network groups, Human Resources and Diversity, Equity, and Inclusion professionals.

The growth and popularity of employee networks groups within the Collaboration Community, gave rise to an updated ENG Toolkit which was published alongside the ENG Conference. Feedback for the practical and sector-based guidance and insight, has been very positive among our members.



Fireside Chats

WiHTL & DiR Founder and Chair, Tea Colaianni, has enjoyed more Fireside Chats with leaders from within the Collaboration Community. Paul Flaum, CEO Bourne Leisure, Fred Turner, Retail Director of Fuller, Smith & Turner and Sainsbury's CEO Simon Roberts shared their thoughts and insights on the importance of EDI and we heard from two EFL Programme graduates, Halina Khan, HR Business Partner at McDonald's and Tieran Bhuhi, Senior Corporate Communications Manager at IHG on their experiences sitting on the WiHTL Advisory Board.

Further conversations were held with senior women leaders about their career paths and their insights on EDI:

Helen Charlesworth MD, Stonegate Group; Kari Daniels CEO, SSP; Sue Kemp CEO, AIS; Deborah Robinson CEO, Central Co-op and Emma Woods Chair/NED/SID.

Tea will be joined by Wickes CEO, David Wood, and Steve Cassidy SVP and MD Hilton UK, Ireland and Israel and Chair of UK Hospitality in Q4.



Five Ways Series



Created by our team's EDI experts, the 'Five Ways' series provides quick-reference guides on different EDI topics, largely in line with broader events within the EDI annual calendar.

Just some of the topics we covered included:

- Make your digital content more accessible
- Build an inclusive workplace for disabled colleagues
- Support colleagues with non-visible disabilities
- Support LGBTQIA+ people beyond Pride
- Create trans inclusive work environments
- Make mental health and wellbeing a priority
- Create inclusive workplaces for parents and carers
- Understand the intersectional experiences of women in your organisation
- Encourage colleagues to talk about their mental health and wellbeing

Webinars

WiHTL & DiR's webinars have had a 26% increase year-on-year for registrants. A record number of 176 attended the LGBTQ+ webinar in June.

This year, topics included:

- Embrace Your Imposter
- Sorry, Not Sorry
- Embrace Your Inner Lioness
- Combatting Anxiety at Work
- Inclusive Policies and Practices
- Fertility Matters: being a fertility ambassador
- Race Equality Week: allyship in the workplace
- Attracting and developing neurodiverse talent
- Supporting LGBTQ+ families: inclusive policies
- Age Inclusivity at work

National Inclusion Week Workshops provided by *inclusion in*

- Understanding equality vs equity
- The first steps to becoming an active ally
- The basics of inclusive leadership



Community Survey

The aim of this survey is to take a snapshot of our member organisations' key priorities and views on EDI. It is also to ascertain their perspectives on the work we do collaboratively so we better understand the changing landscape within the HTL and retail sectors through an EDI lens and how we can adapt and improve our programmes, resources and initiatives to best support members' EDI strategies towards creating equitable workplaces.

From the results of the survey, we are thrilled that our NPS score has jumped from 64 in 2022 to 70 (based on global NPS standards, results over 50 are classified as excellent.) Members scored us so highly because we provide:

- 'Endless and informative content and support'
- 'Good networking opportunities'
- 'Fantastic team responsiveness'
- 'A community feeling and a safe place'
- 'Sharing of best practice'
- 'Great programmes and information sessions'

Members also described how being part of the WiHTL & DiR Community has helped impact their organisation's approach to EDI:

- 'Helped give shape to our strategy and maintain momentum'
- 'We are a far more inclusive business as a result'
- 'It shows our leaders that we face systemic issues that we must tackle together'
- 'It has provided us with a rich set of resources and insight that has helped us accelerate our work'
- 'We don't feel like we're in it alone as we have others to bounce ideas off'
- 'Feel part of something bigger across the sector'

Key Highlights



70

NPS score increase of +6 from last year



85%

of our committee members rated our committees 8 or above



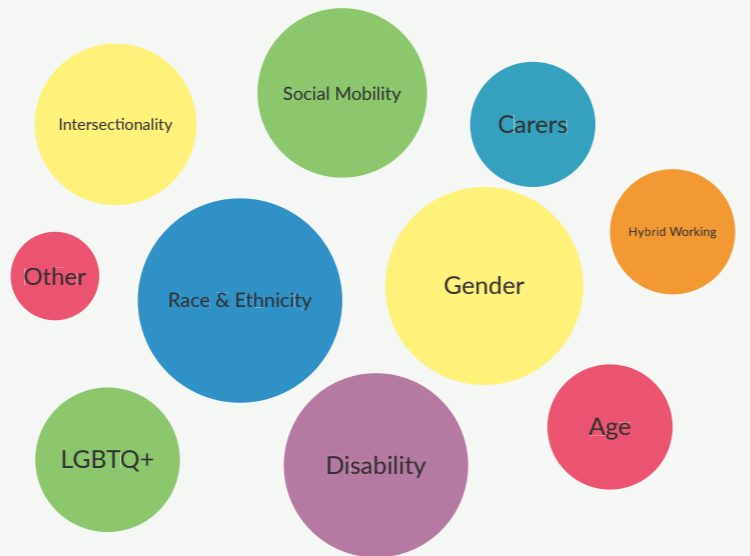
+112%

increase in a dedicated EDI resources in a company to last year

Collaboration Community Feedback

Your focus areas

From race & ethnicity, through to social mobility and intersectionality, there is a broad spectrum of EDI focus across our Collaboration Community Members. We have aggregated the priority areas, with the bigger circles representing the higher priorities. This will help inform the resources we produce for our members. Other focus areas include neurodiversity, apprentices, family support and allyship.



Listening and progressing

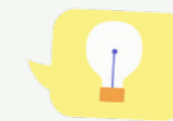
You said	We did
Keep: Regular communication	We will continue to keep you updated with all relevant information in a clear and consistent way
Keep: Great range of programmes	We will evolve and grow our four Leadership Development Programmes, continuously reviewing feedback from all involved
Keep: Committees, collaboration and sharing experiences	We will continue to facilitate conversations and sharing of best practice, through the Committees, Roundtables and via The Hub
More of: Clearer forward planning	We are refining our internal processes to ensure we can provide you with as much notice as possible on all Programmes and events
More of: Greater connection with our colleagues	We are developing initiatives that will allow us to better connect with and share your colleagues' stories and experiences
More of: Some smaller, more focused groups for discussion	We will identify opportunities to bring members closer together and create more connections

Key Outputs of our Committees

We love to hear the impact being a part of our committees is having on your organisations



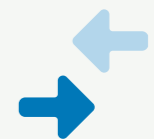
Implemented inclusion training



Informed strategy, projects and new ways of working



Restructured and improved ways of working in Employee Network Groups



Ability to benchmark against others in the industry



“Having been part of the community for such a long time, I find it really beneficial to attend meetings, hear what other people have to say on what they are doing, learn from each other and I find The Hub really helpful, as if you aren't able to attend a webinar or aren't a member of a particular committee you are still always able to catch up. WiHTL have come so far and really are leading the way.”

Katherine White, Director of People



“DiR genuinely feels like a community and a safe space. Everyone is at different stages of maturity in this space and there is no judgement - only support and a willingness to share.”

Abi Weeks, Chief People Officer



“WiHTL has been inspirational in pulling industries and sectors together. The leadership programmes have been incredible in providing opportunities for our teams to grow whilst demonstrating our commitment to their development. Also a great community for networking.”

Matt Hudson, People Director



“I think the DiR membership is one of the best value memberships we have across the Kingfisher Group. It is a genuine pleasure to work with you all and I look forward to our partnership continuing to grow.”

Chami Dhillon, Group Head of Inclusion and Diversity



EDI Maturity Curve

Over the last year we have been working closely with the Centre for Diversity Policy Research and Practice at Oxford Brookes Business School, the leading academic institution in the diversity field, to develop the inclusion in EDI Maturity Curve. This is a unique industry-backed framework aimed at assessing progress in delivering equality, diversity and inclusion across hospitality, travel, leisure and retail. A number of companies across the sector joined the pilot programme and contributed to making the tool relevant, robust and leading edge.



The key challenge for many organisations is understanding the progress they are making in their EDI programme and the impact of their work compared with other businesses in the sector. By taking part in this initiative and submitting their data, companies will receive a report which assesses the maturity of their EDI policies and practices, and provides a snapshot of performance with an accreditation against five dimensions: organisation, employee journey, stakeholders, leadership and impact.

This analysis will equip organisations with the key building blocks enabling them to benchmark progress, identify gaps and build tangible action plans to progress to the next stage. The EDI Maturity Curve assessment data can be updated on an ongoing basis throughout the year which will enable businesses to drive continuous improvement as they progress from one stage to the next.

Being recognised as an *inclusion in* accredited organisation will send a powerful signal to the market that a company is modern, progressive and a champion of innovation, showcasing organisations externally and internally as employers of choice and increasing access to the best talent.

We are very excited to be launching this important initiative and firmly believe that it will advance the drive for increased equality, diversity and inclusion in our industry.

“Extensive research shows that an effective, impactful EDI programme is key to delivering high performance, growth and resilience. The hospitality, travel, leisure and retail industry is at the heart of the economy and needs to reflect the communities it serves and building a diverse and inclusive working environment is central to achieving this ambition. The EDI Maturity Curve accreditation will raise the bar for the whole industry by driving meaningful change and positioning it as a role model for other sectors.”

Tea Colaiani

The Centre for Diversity Policy Research and Practice was established in 2004. It is a centre which specialises in inter-disciplinary research and knowledge exchange on gender, diversity and inclusion in organisations, the economy and society. Its work spans gender issues in the workplace, work-life balance, age discrimination and extending working lives, LGBT, religion or belief, social mobility and human rights.

EDI Maturity Curve

Once you complete our unique EDI assessment, your position on the EDI Maturity Curve will be mapped, plus you'll get a summary report helping you identify improvement areas. You'll also receive an inclusion in accreditation for your organisation.



Dr. Charoula Tzanakou
Co-Director, The Centre for Diversity Policy
Research and Practice
Oxford Brookes

The EDI Maturity Curve has been one of our biggest research projects to date and we were delighted to work alongside Dr. Charoula Tzanakou, Co-Director of the Centre for Diversity Policy, Research and Practice at Oxford Brookes.

We are delighted to be working with Oxford Brookes on our EDI Maturity Curve - why do you believe that this is an important project and what motivated you to partner with us on this?

Equality, Diversity and Inclusion (EDI) efforts have been intensified in the past decade. EDI measures and plans can have limited impact if they are not frequently monitored and evaluated. The EDI Maturity Curve has the potential to provide a baseline for organisations in the sector with data to periodically monitor and evaluate change in the years to come.

At the Centre for Diversity, Policy Research and Practice, we have a long track record of working collaboratively with organisations to promote structural and culture change and this collaboration provides the opportunity to compare EDI efforts across sectors and industries.

Why do you think that measurement, recognition and accreditation are key to driving diversity and inclusion in business?

'What gets measured, gets done' is a phrase coming from what Peter Drucker originally said which was 'what gets measured, gets managed'. At the Centre for Diversity, Policy, Research and Practice (CDPRP) at OBU, we see how data and measurements have been key for stakeholders – especially in senior leadership positions – to listen, engage and take action about EDI. They cannot disprove the data and what the data tells them in relation to inequalities in organisations.

Recognition and accreditation have become key drivers recently for organisations to engage more systematically with EDI activities as they benchmark EDI advancement in relation to competitors. To ensure that accreditation is not superficial and does not become a box-ticking exercise it is important that it is supported by a holistic approach of systematic monitoring, evaluation and accountability.

The Maturity Curve charts the progress businesses are making across a number of dimensions. What do you believe are the priorities for companies looking to embed and advance diversity and inclusion across their organisations?

The priorities for companies looking to embed and advance diversity and inclusion across their organisations are as follows:

- Collect systematic data (gender, ethnicity, gender identity, disability, neurodiversity etc.) and develop data systems that can be integrated (recruitment, promotion, performance, salary, culture data etc should be able to speak to each other)
- Analyse the data continuously to identify challenges in organisations (diversity challenges are dynamic, not static and there needs to be a continuous loop of activity)
- Allocate resources and get commitment from the senior leadership team
- Be transparent in communicating what the organisation wants to change and engage with all stakeholders in the organisations (EDI is everyone's responsibility)
- Be honest and holistic in your EDI approach with SMART* actions in the short/medium/long term – SMART stands for Specific, Measurable, Achievable, Relevant, Time-bound
- Develop actions very carefully considering who will benefit/who might not and what could be the unintended consequences

inclusion in

inclusion in creates in-depth analysis and an EDI vision for the future for organisations who need additional and individual support for their diversity and inclusion strategies. It offers a wide suite of creative, insightful and impactful solutions, which work towards positive and tangible outcomes and a deep understanding of an individual organisation's inclusive journey.

inclusion in
empowering inclusive organisations

Over the six years since WiHTL was launched, EDI has evolved and grown exponentially, both in the UK and internationally. As WiHTL's reach has expanded through its member organisations and Diversity in Retail was introduced as a 'sister' business, innovation in EDI experiences, practices and expectations continued to challenge the status quo in pushing for equitable workplaces. Due to the disparate nature of organisations – even within the same sector – it became apparent that more bespoke solutions were needed by some members: smaller organisations have different needs to larger ones; those at the beginning of their EDI journey have a different set of requirements than those who are further ahead, and some businesses have specific EDI circumstances to navigate.

Our team of EDI experts at *inclusion in* work with organisations across HTL and retail to tailor these solutions to their needs and expectations, ensuring they align with their diversity journey. From inclusion surveys and audits to running focus groups to identify obstacles which employees may face in the workplace, and from delivering inclusive development programmes for leaders to creating awareness initiatives, *inclusion in* helps create inclusive work environments that benefit all.

inclusion in has now delivered numerous projects with particularly high uptake in the Inclusive Leadership Journey Programme (ILJP) and a variety of bespoke development programmes and workshops on inclusive recruitment, allyship, ENG training and more. Our latest exciting product is the EDI Maturity Curve which provides a measurable function to gauge and advance progress made by individual organisations year on year, and against the wider sector and provides a clear path to accelerate pace and focus in a number of key areas. The Maturity Curve also provides a yearly accreditation that will be an invaluable tool to signify commitment and achievements internally and externally (see EDI Maturity Curve pages on page 68 - 69).

We have already had phenomenal feedback from members and non-members who are asking us to work on numerous other projects, including on a wider international level. In 2023, *inclusion in* has already delivered over 20 projects including programmes and training in the United Kingdom, UAE, Morocco, the USA and Spain.

Our range of products and services:

- EDI Maturity Curve
- Inclusive Leadership Journey Programme (ILJP)
- Employee Lifecycle Audit (ELA)
- Development/Career Accelerator Programmes
- E-Learning Modules
- Culture and Inclusion Survey
- Bespoke Workshops

“The biggest output of the ILJP for both myself and the Exec Team was starting a process of considerate leadership, where every decision we make now is sense checked against: Is that an inclusive action? Will all of our workforce appreciate that decision, or actually, does it need to be a broader decision or a different decision or to reflect the diversity of our workforce, and to be truly inclusive?”

Martin Williams, CEO, Rare Restaurants

To get in touch with our team, please email info@inclusionin.com

<https://inclusionin.com>

Leading Inclusive Employers

The Inclusion Summit 2023 is our headline event of the year and we are delighted to be able to count on the support and insight of a number of Leading Inclusive Employers who help ensure WiHTL & DiR's mission is amplified as part of this special day.

Leading Inclusive Employers go above and beyond in terms of their commitment and involvement in advocating EDI. They are organisations which place diversity, equity and inclusion at the very heart of their business – leading by example while being magnanimous with their learning and ideas within the Collaboration Community.

In this section, they provide a snapshot of both of these positive attributes.

Hilton

We know that diversity makes us stronger, more innovative, and more representative of the many Team Members, guests and communities we serve around the world – and as a Leading Inclusive Employer, Hilton is proud to support this year's WiHTL & DiR Inclusion Summit. Hilton is diverse by nature, but inclusive by choice – and our approach is grounded in our more than century old founding purpose – to fill the earth with the light and warmth of hospitality by creating the most inclusive home for all Team Members. Whilst we are proud of the progress we have made, we also acknowledge there is yet more to be done and our team is looking forward to attending the Summit alongside like-minded industry partners to share learnings, experiences and best practices on creating an authentic culture of diversity, equity and inclusion.

Simon Vincent
Executive Vice President and President
of EMEA

central COOP

At Central Co-op our purpose is to create a sustainable society for all. We're governed by the co-operative founding values and principles, of which equality and equity are key. Diversity and inclusion is in our co-operative DNA. We know diversity is what makes us, bringing innovation and creativity. Working with Diversity in Retail is helping us embrace equity, diversity and inclusion, through learning and shared experiences. We're pleased to support this year's Inclusion Summit and the ongoing fantastic work Diversity in Retail continues to do as we work together to create a more diverse and inclusive retail industry.

This year saw Central Co-op's biggest celebration of Pride. We demonstrated how you can educate, celebrate and take real action all at the same time. The activities were all designed and created by colleagues in our Pride team, made up of a group of colleagues from our Inclusion Working Group. We kicked off Pride month in June by sharing our first Engagement Guide on the topic, explaining what pride is, why and how it's celebrated. The guide also included many personal stories from colleagues. We produced a podcast to bring together colleagues to discuss LGBTQI+ films which have had a lasting impact on them. There was a great selection of films which gave support, reasons to celebrate and help to raise awareness of issues faced by the community. To support the launch of our Fertility Treatment policy and to really bring to life diversity in action, we hosted a Paths to Parenthood webinar and talked to two LGBTQI+ advocates who helped shed light on family-building challenges for their community.

Deborah Robinson
CEO



Our ambition at Compass Group UK&I is to ensure everyone in our business feels able to be themselves at work and to have an equal opportunity to progress their career. We have worked to create a culture where we respect and embrace everyone's talents, beliefs, backgrounds and abilities. Our partnership with WiHTL is an important enabler in us achieving this and their work with companies across our industry supports us in creating a diverse and inclusive environment for all. We are proud to be recognised as a Leading Inclusive Employer and we cannot wait to take part, support and promote with what we know will be a truly successful Summit!

We launched Our Social Promise – our commitment to address inequalities that create barriers to progression, with a particular focus on those from less advantaged and under-represented backgrounds and, we have set ourselves a target to be representative of society at all levels of the organisation from a gender, ethnicity and socio-economic perspective by 2030.

Robin Mills
Managing Director, UK&I



Inclusion and diversity are at the heart of what we do at Greene King and forms the backbone of our journey towards everyday inclusion. We're committed to creating an inclusive workplace, where everyone's individuality and difference is celebrated. I'm a strong believer that you get the best from your people when they feel like they belong and can be themselves at work.

Our recently launched 'Pint of Perspective' podcast series is playing a significant role in giving listeners and potential employees, an inside view on what 'Everyday Inclusion' at Greene King looks like. Hearing directly from members from each of our four employee-led inclusion groups, sharing their own experiences and views of what 'Everyday Inclusion' means to them, provides listeners with a true and authentic insight into Greene King's journey to becoming an inclusive and diverse employer.

Nick Mackenzie
CEO



Despite progress such as reducing our median Gender Pay Gap to 3.7%, launching inclusive leadership training to all of our team, and launching our first employee network based on their feedback, there is still a lot to change, and a lot of work to do to in order to ensure positive change is lasting, which is why we're passionate about working with our peers. As a community of businesses across hospitality, travel and leisure, we have shared our individual challenges and hope we can continue to learn together and join together to progress.

Sandra Sheahan
Diversity, Inclusion and Accessibility Director



I am so proud to support this year's Inclusion Summit and to be a member of a community that is leading the way towards a more inclusive and diverse future. At Moto we believe that strength lies in differences and that when everyone is included, everyone wins. I remain exceptionally excited about the opportunity to keep setting the bar even higher and we will continue to embrace transformational, and long lasting change.

We are proud that at every level of leadership, including the Operating Board, we are broadly 60% female, which is representative of the overall number of females in our business. This success hasn't happened overnight and is the result of a lot of hard work over a 5 year period but it demonstrates just what can be achieved when you set a clear goal and galvanise everyone across the business in helping to achieve it.

Louise Hughes
People Director

Further Leading Inclusive Employers:



At PizzaExpress we're proud to be part of the WiHTL Community and thrilled to sponsor this year's Inclusion Summit. Since we opened our doors in 1965 we've been working hard to make sure everyone receives a warm welcome at PizzaExpress – our teams & our customers, whoever you are – our marble tables are waiting. Our founder was an inclusive pioneer and with that in our DNA we embrace the leadership role we have a duty to play.

Despite progress such as reducing our median Gender Pay Gap to 3.7%, launching inclusive leadership training to all of our team, and launching our first employee network based on their feedback, there is still a lot to change, and a lot of work to do to in order to ensure positive change is lasting, which is why we're passionate about working with our peers. As a community of businesses across hospitality, travel and leisure we have shared our individual challenges, and hope we can continue to learn together and join together to progress.

As we start to finalise our first Ethnicity Pay Gap (EPG) Report, it's a good opportunity to reflect on how far we've come. It's been a long-held ambition of ours to publish an EPG Report, and we intend to publish this whether this is made mandatory or not. We see and understand the value it would add, and it's vital to us that our teams always feel welcomed, and that this is a place where they can really express themselves.

Our 'diversity in action' is the work that's been put in across the business to lay these foundations. Truly, a collaborative approach across the business to ensure our reporting is accurate, inclusive and future-facing. We hope this report will provide great insight so that we can take demonstrable steps forward for example, this year it's led to us, designing a full 360 talent strategy for the business, ensuring that we've got specific touchpoints for the development of under-represented populations, because, having the data is one thing, but it's what we do with it that counts.

Paula Mackenzie
CEO



We are extremely proud of what we do at wagamama to meaningfully support our people, including the initiatives that we have in place to empower women into leadership roles, and the ways that we offer flexible working solutions. This year, we are delighted to have the opportunity to support the WiHTL & DiR Inclusion Summit 2023, and hope to discuss these commitments and inspire progressive thinking, but also to continue to learn and work together to find new opportunities to drive positive change across the industry. We are looking forward to continuing our support of WiHTL's mission by always pushing boundaries and being a champion for true inclusion and diversity in the workplace.

Diversity in Action:

- Achievement of level 2 disability confident employer
- Compulsory D&I training at all levels
- Compulsory accessibility training at all levels
- Collation of sensitive data including ethnicity, sexual orientation + religion for monitoring + to inform decision making
- Employee lead allies group being re-introduced in 2023
- Female ENR launched in Q4 22
- Number of people have attended the WiHTL & DiR female and ethnic minority future leaders programme

Thomas Heier
CEO



I am delighted that Whitbread has been selected as a Leading Inclusive Employer, at this years' WiHTL Inclusion Summit. Hospitality is an incredibly diverse sector and it is really important to me that our teams are as diverse as the millions of guests we serve in our hotels and restaurants each year.

Whitbread was named the number one employer in the hospitality sector, and 53rd overall in the top 100 employers in the Stonewall Workplace Equality Index. This is an achievement we are really proud of, because of the effort that our whole business, led by our GLOW network and central D&I team collaborated on. Some of the specific areas that we have moved the dial on over the last few years that have contributed to this include reviewing all our people policies, rebuilding our HR system to capture data from our teams around gender identity and sexual orientation, and also understanding the employee experience of our LGBTQIA+ communities through our regular pulse surveys, following up with further listening groups. This is all in addition to the great events our GLOW network leads, throughout the year. Ultimately, this isn't about a submission to an index – or the score, at Whitbread we are passionate about driving positive change, and being a better business because we're doing the right things for all under-represented communities.”

Dominic Paul
CEO

Inclusion Summit sponsors

KEY SPONSOR



“At AlixPartners, we fervently believe in forging a future where diversity and inclusion are not mere buzzwords but the bedrock of an industry's culture. The Hospitality, Travel, Leisure, and Retail sectors must represent the multifaceted customers they serve. That's why we stand staunchly with WiHTL & DiR, organisations that resonate with our own mission.

Their trailblazing efforts align with our commitment to disrupt conventional norms, and we are proud to partner on transformative initiatives such as the 'Diversity Summit' and the 'Global Female Leader Programme'. Together, we aim to empower both individuals and companies to reshape the industry landscape. We envision a world where every voice is valued, where every talent is nurtured, and where every leader represents the vast tapestry of our global community.

We are all not just spectators; we are active contributors, paving the way for a more equitable future where diversity is not just embraced but is a foundational pillar in every corporate ethos within these dynamic industries.

Together, with WiHTL & DiR, we are not just looking to change statistics; we are committed to redefining the very essence of these industries. There is much more to do, but together we can achieve it.”

Mark Veldon
Partner & Managing Director
UK Country Co-Leader | Global Co-Leader
of Private Equity



We are thrilled to once again be a partner in the WiHTL & DiR Inclusion Summit. D&I is critical to the sustainable, long-term growth of consumer businesses – and I look forward to hearing from industry leaders, sharing best practice from businesses in our sectors, and presenting our sixth year of research with WiHTL & DiR into D&I in the hospitality, travel and leisure and retail sectors.

Elliott Goldstein
Managing Partner



Q5

"At Q5 we take immense pride in supporting WiHTL and DiR, and we're especially pleased to champion the brilliant Inclusion Summit for the third year running and the publication of the annual report.

As a global management consulting firm, we are fortunate to work with some of the world's most progressive and inclusive Retail, Leisure and Consumer organisations. We enable effective Organisational Health and ensure that every person we work with – colleague and client alike - has the opportunity to succeed and bring their best self to work.

At the core of our own values lies a commitment to fostering an inclusive and equitable workplace culture. We actively promote diversity in all its forms as we recognise that diverse perspectives drive innovation and creativity. We believe that embracing different viewpoints and experiences leads to more well-rounded solutions for our clients.

Q5 is honoured to be listed as one of the Financial Times UK's Best Management Consultants 2023 as well as one of Forbes World's Best Management Consulting Firms 2023."

Andy Morris
Principal Consultant & Head of Leisure,
Travel & Hospitality



"In today's new world of work, people want to be inspired by what they do and have the freedom to focus on what matters. Organisations need a dynamic, motivated workforce empowered by smart technology. As a leading European provider of people solutions, SD Worx turns HR into a source of value for their customers' business and the people that work for them. SD Worx delivers people solutions across the entire employee lifecycle, from paying employees to attracting, rewarding and developing the talent who make businesses succeed.

We're excited to partner with WiHTL and help further diversity as a topic for people and corporate leaders. As a HR & payroll solutions provider we see every day how diversity strengthens our own company and as such we're committed to putting diversity on the agenda of our customers across Europe."

Michael Custers
CMO



"Our aspiration, in line with our purpose-led strategy and core values, is to be recognised as a leading responsible business. Our D&I strategy underpins our commitment to creating an inclusive workplace where our colleagues can thrive. We're collaborating with WiHTL because in addition to our own commitment, our dedicated team of legal experts work with businesses across the retail, hospitality and leisure sectors, helping them to incorporate ED&I into their workplaces for the benefit of their employees and customers. We are a full-service law firm with global reach. We offer legal and financial expertise across many different areas to help our clients navigate life's ups and downs. We guide businesses of all sizes working in the retail, leisure and hospitality industry. Together, we can help you build a resilient brand which delivers for your customers and grows your business so you can be part of the difference."

Charlotte Rees-John
Head of Consumer Goods & Services

Further sponsors:



CUBITT THEOBALD



Looking forward

As we think ahead to 2030 and our target of positively impacting five million employees in the hospitality, travel, leisure and retail sector, we look back at the enormous strides we have taken, the countless connections made between member organisations and their employees, and the unwavering determination to creating inclusive workplaces we witness on a daily basis.

The number of member organisations within our Collaboration Community continues to grow and we are seeing how the actions being implemented are creating a compound effect. With each new employee network group we help launch, or with news of a promotion for a programme graduate, the ripple effect spreading through organisations and the sectors in which they operate – is clearly visible. What we do – together – is tangibly helping people. But there is still work to be done.

We have numerous exciting plans for 2024 – we want to enable businesses to definitively measure their EDI status. The old adage, “what gets measured, gets done” is fully applicable to EDI strategy, and therefore our plans to roll out the inclusion in EDI Maturity Curve to all member organisations will be a key focus in the coming year.

Expanding out remit with our new CFO Committee will encourage Chief Financial Officers to share insights and best practice to promote EDI as a key business objective, linking initiatives to financial business performance and nurturing a truly diverse finance function across the sector.

Our plans for leadership development programmes focusing on gender and ethnicity are well defined for 2024 and we expect that a higher number of attendees will be able to join thanks to the unwavering commitment of a number of organisations across our sector. Thanks to Bourne Leisure, SSP and McDonald's we will be able to provide a UK-focused option for our women leaders programmes as well as a more global option catering to the diverse needs of our member organisations and employees' career paths.

The Collaboration Community will continue to grow and add new members with the objective of reaching 150 members by 2030.

The WiHTL & DiR calendar of events

Key	Meetings	Awareness dates	Webinars	Events	Surveys	Reports
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JANUARY

Financial Inclusion

- 8th Jan - Ethnicity Pay Gap Day
- 9th Jan - Ideas Lab
- 21st Jan - World Religion Day
- 25th Jan - HR Leaders: 10.30am - 12.30pm in person
- 27th Jan - Holocaust Memorial Day

FEBRUARY

Race Equality

- Feb - LGBT History Month
- 2nd Feb - Time to Talk Day
- 5th - 11th Feb - Race Equality Week
- 7th Feb - Race Equality Week Webinar
- 8th Feb - Accessibility Committee Meeting
- 10th Feb - Lunar New Year
- 22nd Feb - ENG Committee Meeting

MARCH

Women's History Month

- 7th March - Women to Watch and Role Models for Inclusion in HTL Launch
- 8th March - International Women's Day
- 10th March - Mother's Day
- 12th March - Data and Insights Committee Meeting
- 13th - 19th March - Neurodiversity Celebration Week
- 19th March - Women's History Month Webinar
- 21st March - International Day for the Elimination of Racial Discrimination
- 21st March - Race and Ethnicity Committee Meeting
- 31st March - International Trans Day of Visibility

APRIL

Employee Network Groups

- April - Stress Awareness Month
- 2nd April - World Autism Day
- 16th April - Employee Network Groups Webinar
- 18th April - Ideas Lab
- 30th April - HR Leaders

MAY

Mental Health Awareness

- 5th May - International Family Equality Day
- 9th May - Accessibility Committee Meeting
- 13th - 19th May - Mental Health Awareness Week
- 16th May - Mental Health Awareness Week Webinar
- 16th May - ENG Committee Meeting
- 16th May - Global Accessibility Awareness Day
- 17th May - International Day Against Homophobia, Transphobia and Biphobia
- 23rd May - Role Models for Inclusion in Retail Launch

JUNE

LGBTQ+ Inclusion

- June - Half Year Report
- 6th June - Data and Insights Committee Meeting
- 12th June - Pride Month Webinar
- 13th June - Race & Ethnicity Committee Meeting
- 20th June - Ideas Lab
- 27th June - HR Leaders: 10.30am - 12.30pm in person

JULY

South Asian Heritage Month

- Mid-Jul - Mid-Aug - South Asian Heritage Month

AUGUST

South Asian Heritage Month

- Mid-Jul - Mid-Aug - South Asian Heritage Month

SEPTEMBER

National Inclusion Week

- September - Employee Voice Survey Opens (close October)
- 3rd September - Accessibility Committee Meeting
- 12th September - ENG Committee Meeting
- 18th September - International Equal Pay Day
- 24th September - Data and Insights Committee Meeting

OCTOBER

Black History Month

- October - Gender Pay Gap
- October (TBC) - Dyslexia Awareness Week
- 8th October - Race and Ethnicity Committee Meeting
- 10th October - World Mental Health Day
- 11th October - International Day of the Girl Child
- 17th October - Ideas Lab
- 18th October - World Menopause Day
- 22nd October - BHM Webinar

NOVEMBER

Transgender Awareness

- November - Annual Report
- 5th November - HR Leaders
- 13th - 19th November - Transgender Awareness Week
- 14th November - Accessibility Committee Meeting
- 19th November - International Men's Day
- 25th November - International Day for the Elimination of Violence Against Women
- 25th November - Supporting Survivors of Domestic Violence at Work Webinar
- 26th November - ENG Committee Meeting

DECEMBER

Disability Inclusion

- 3rd December - Data and Insights Committee Meeting
- 3rd December - International Day of Disabled Persons
- 10th December - Disability History Month Webinar
- 12th December - Race and Ethnicity Committee Meeting

With thanks...

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Alexandra Mendal, QVC
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Liz Mihell, John Lewis

Helen Milligan-Smith, Aramark
Carlo Mocci, Deliveroo
Robert Moorhead, WHSmith
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Ebony Quow, JD Sports
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Jo Riddell, Selfridges
Rachel Riley, British Airways
Cath Riley, The Rank Group
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Simon Roberts, Sainsbury's
Debbie Robinson, Central Co-op
Monique Samra, Fuller's
June Sarpong OBE
Eleni Savva, Elior Group
Ebru Sayilan, Kingfisher
Mike Schofield, Nando's
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Amir Sexton, Compass Group
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Nick Tatum, Moto
Bianca Tavella, Fair Shot
Janet Tidmarsh, Whitbread
Simon Townsend, Cote Restaurant Group
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Adam Waudby, Central Co-op
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David Wood, Wickes
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Thoko Zondo, Nando's

About Us

About WiHTL & DiR

WiHTL and Diversity in Retail is a Collaboration Community devoted to increasing equity, diversity and inclusion in the hospitality, travel, leisure and retail sectors. Our joint mission is to be a support in positively impacting 5 million employees in HTL and Retail by the year 2030.

By working together, we can amplify the impact of member organisations' individual initiatives to create workplace environments which benefit everyone.

Contact:
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For more information, visit
www.wihtl.com or www.diversityinretail.com

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.

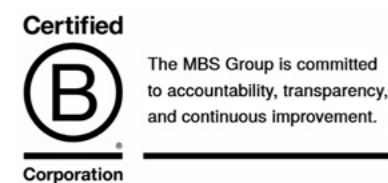
For more information, visit
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