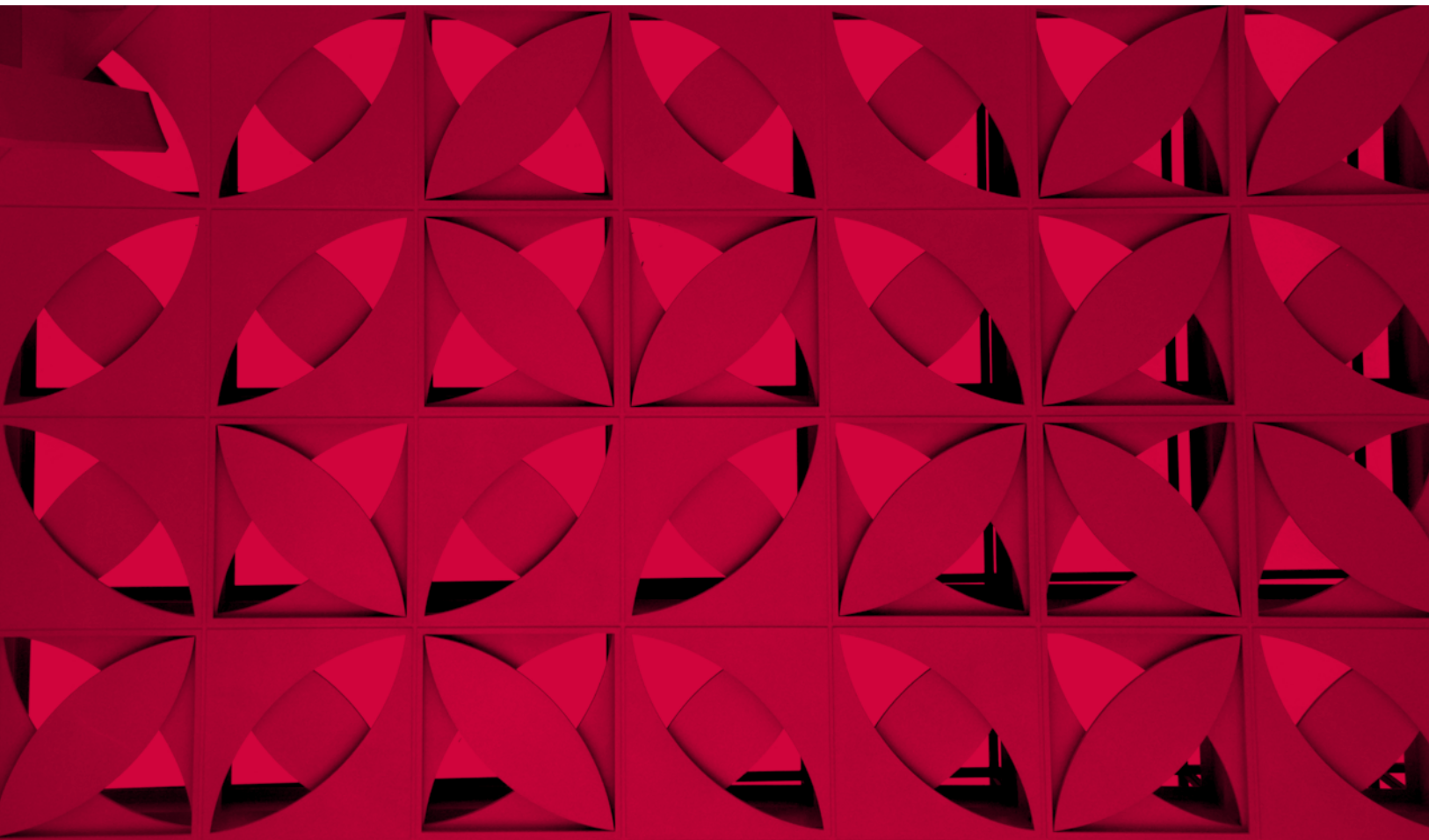


MBS Intelligence

From Intention to Action: Diversity in Hospitality, Travel & Leisure

The 2020 WiHTL Annual Report



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Welcome

I am pleased to present the third edition of the WiHTL Annual Report on Diversity and Inclusion in Hospitality, Travel and Leisure – From Intention to Action, in partnership with The MBS Group and PwC.

Over the last couple of years, the hospitality, travel and leisure industry has made fantastic progress on the journey to creating more diverse and inclusive workplaces. Over the past 12 to 18 months in particular, the industry has stepped up significantly in its quest to build diverse talent pipelines, with more women joining the ranks of direct reports to Executive Committees and being promoted to senior roles. Companies representing more than 1.9 million employees have joined the WiHTL collaboration community, where those who are leading the way are sharing their experiences, tools and approaches, and those who are at the beginning of their D&I journey are asking for – and receiving – help and guidance.

The support from CEOs and Chairs for what is seen by some leaders as ‘an area where we should collaborate not compete’ is more visible than ever. Some of these senior leaders have made a public commitment to the D&I agenda; others regularly volunteer their time and have joined the WiHTL Advisory Board to help steer our advocacy efforts in a way that encourages more companies to join the collaboration community, while others are actively involved in mentoring, sponsoring and inspiring.

For the first time this year, the findings of this report have been discussed with CEOs, Chairs, NEDs, institutional shareholders and private equity firms, and more than 250 industry leaders have registered to attend the launch of the report. There is some real momentum, and it is our collective responsibility to build on that.

The 2020 WiHTL Annual Report has become the leading barometer for how far the hospitality, travel and leisure industry has moved, and how much more it needs to do to shift the conversation from good intention to meaningful and impactful action.

The chapter on collaboration provides an insightful overview of how industry leaders are having important conversations on supporting working parents, helping women return to work after a career break, flexible working, the menopause, financial wellness, the gender pay gap and much more.

In the second half of 2019, the WiHTL Advisory Board decided to extend the collaboration remit to include race and ethnicity, and start having what are deemed to be difficult conversations about race. To use the words of one BAME leader in HTL: ‘It is the first time in a 20+ year career that these conversations have taken place’.

The research conducted by The MBS Group includes data and insight from more than 120 companies, and shows that, yet again, progress has been made on all three leadership levels from a gender perspective (Board, Executive Committee and Director Reports), with the HTL industry outperforming the cross-industry benchmark in several key metrics. The data shows that the industry is also making small, but important, steps in the area of race and ethnicity.

For the first time, the report includes a snapshot into the voice of employees across HTL, conducted by PwC. While there are some clear positives in the opinions voiced by the 1,500 employees surveyed, the findings around limited awareness of D&I programmes and strategies on the ground, lack of data and training are an important wake-up call for the industry. Getting this right will turn companies in our industry into magnets for talent. This represents an opportunity that cannot be missed.

We cannot be complacent. While real strides have taken place and there is a remarkable level of engagement at senior level, we also need to acknowledge that we are on a journey. I encourage all leaders to engage with the collaboration community and accelerate progress for the good of the industry and all its stakeholders.

I am hugely inspired by and grateful for all the support our collaboration initiative is receiving from leaders within the hospitality, travel and leisure industry, and from the numerous partners who are providing invaluable expertise to the community and its members. A heartfelt personal thank you needs to go to Elliott Goldstein at The MBS Group, Jon Terry at PwC, to both their teams, and to Joanna, Gina, Carolyn and Sarah at WiHTL for their phenomenal support.



Tea Colaianni
Founder & Chair, WiHTL

We at PwC are delighted to be once again contributing to WiHTL's annual report. This far-reaching report provides invaluable insights into how far the Hospitality, Travel and Leisure (HTL) sectors have come on diversity and inclusion and, crucially, how to accelerate progress.

Diversity and inclusion can provide a powerful boost to the customer engagement, understanding and experience that are the cornerstones of success in HTL. On an individual level, diversity and inclusion are all about the chance to realise precious ambitions, from taking to the skies as an airline pilot to leading the team at a world-renowned hotel.

Where are we now? The HTL workforce has always been highly diverse. Yet, the most senior and well-paid positions are far less so in most organisations. The big question is therefore how to open doors and clear away the remaining barriers, not just at some far distant point in the future, but soon enough to make a difference for people starting and progressing their careers now.

Data is critical. Just like data in other key strategic areas such as customer satisfaction, clear and regularly updated data on diversity and inclusion enables leaders to pinpoint the issues most in need of tackling. They can use this data to prioritise and stage targeted interventions. They can also use this data as a baseline to track progress and hold senior management to account, themselves included.

A lot of the data on diversity and inclusion programmes comes from management or HR. We know far less about what employees actually think, which is why we've made this the focus of our research in this report. Through a survey of 1,500 employees, we set out to find out whether they are experiencing real change in their working lives and their ability to move

up the organisation. Do they believe that creating a more diverse workforce and inclusive workplace is a priority for their employers and progress within their organisation is being made?

Encouragingly, most employees in our survey believe that their employers want to make a difference on diversity and inclusion. But most employees feel that progress is still frustratingly slow. We therefore hope that the findings from our research can provide insights into what more needs to be done to get the dial moving quicker. Building on this industry-wide perspective, I also believe that seeking out employees' views in your particular organisation could provide the lightbulb moment that turns intention into telling action.

If you would like to discuss any of the issues raised in this research, please feel free to get in touch.



Jon Terry

**People and Organisation Consulting Partner
PwC UK**

The MBS Group is delighted to partner with WiHTL and PwC to create this report. Put simply, creating diverse leadership teams in the Hospitality, Travel and Leisure sector is not only right morally, but is a commercial imperative to better reflect the wider population we serve.

It is therefore a pleasure to have joined forces with WiHTL and PwC, for whom we have huge and respect and admiration. Both organisations consistently demonstrate real leadership in promoting more diverse and inclusive businesses in the Hospitality, Travel and Leisure sector and the whole team at MBS is proud to have worked with the collaboration platform on a number of initiatives over the course of the last year – from masterclasses to the inaugural Women to Watch in HTL Index showcasing inspiring women operating in all areas and across all functions in the sector.

We repeatedly hear from business leaders a desire to understand how their company benchmarks on diversity and inclusion – versus their peers and adjacent industries – as well as to know what ‘best practice’ on D&I looks like in other businesses. It is our hope that the research in this report will help provide both – and to act as a catalyst to further progress and change.

Last year, we were proud to expand the focus of our research beyond gender alone to include ethnic diversity. This year, we have expanded it even further to consider LGBTQ, disabilities, age and nationality.

The HTL sector can be immensely proud of the progress it has made to date. Through the conversations with the sector’s Chairs, CEOs and HR Directors for this report, we have detected a palpably different level of engagement and progress compared to the previous year. Across an encouraging number of businesses, intention has translated into a groundswell of real action.

Of course, there remains a long way for us all to go; much of the good work being done today will take some time to translate into significantly improved metrics. For example, there is still a real need to understand how best to make the most senior leadership roles more diverse. However, the direction of travel appears to be promisingly clear.

There are too many people for me to thank individually, however, I would like to single out Tea Colaiani for her continued determination to make a difference in the sector, and Jon Terry at PwC for his ongoing partnership. I am also indebted to fellow members of the WiHTL Advisory Board and the HR Steering Group for their support and guidance in this work. Lastly, I would like to thank my entire team at MBS – but in particular, Sam Seigler (the Director of our Hospitality, Travel & Leisure Practice) and Simon More – for going above and beyond leading the research and development of this project.

For over 30 years, The MBS Group has been championing diversity and inclusion in the HTL sector; something we will continue to passionately advocate for in the years ahead, and I hope this report plays at least some small part in continuing to drive positive change across our industry.



Elliott Goldstein

Managing Partner
The MBS Group

Executive Summary

This report aims to paint a true picture of diversity in the Hospitality, Travel and Leisure sector (HTL), drawing on research from The MBS Group which encompasses data captured from over 120 of the industry's leading businesses and conversations with more than 100 Chairs, CEOs and HR Directors combined with a survey of 1,500 sector employees carried out by PwC.

The industry has made real strides in the past year. Positively, across all headline figures, the HTL sector has made progress on gender and ethnic diversity. Research by The MBS Group showed that female and BAME representation at each of the most senior levels – Board, Executive Committee and Direct Reports – has increased, demonstrating that real action is moving the dial.

PROGRESS 2018-2019

| Level | % women | % BAME |
|---------------------|-----------------|----------------|
| Board | 28.9% (up 5.3%) | 6.4% (up 4.6%) |
| Executive Committee | 27.2% (up 1.8%) | 3.4% (up 1.4%) |
| Direct Reports | 37.7% (up 1.7%) | 4.8% (up 1.1%) |

So where do we stand today? Despite significant overall progress, 84% of the individual businesses in our sector are still not on course to reach 33% female representation across all three senior leadership levels (Board, Executive Committee and Direct Reports) by the end of 2020, in line with the target set out by the Hampton-Alexander Review for FTSE 350 companies.

However, promisingly, that if the current rate of progress continues, the sector as a whole will reach the 33% target at all three levels by the end of 2021 – just one year late. Additionally, the HTL sector can be proud that it is significantly outperforming the cross-industry average at Executive Committee and Direct Reports level.

HTL SECTOR COMPARED WITH HAMPTON-ALEXANDER REVIEW FINDINGS 2019

| Level | HTL Sector | Cross-Industry |
|---------------------|------------|----------------|
| Board | 28.9% | 30.6% |
| Executive Committee | 27.2% | 19.9% |
| Direct Reports | 37.7% | 28.3% |

The research continues to show a widening gap between those companies who are actively engaged – often those who are working with the WiHTL platform – and seeing results, and those whose slow rate of change is weighing on overall progress. Across all three leadership levels, around half of companies have already surpassed 33% female representation, and the other half are unlikely to reach 33% by the end of 2020. There are very few companies in between.

Worryingly, there continues to be a lack of women in the key strategic leadership roles – though there is progress here too. The number of all-male leadership triumvirates (CEO, CFO and Chair) in our sector fell from 87% in 2018 to 74% in 2019. Also, during the past year, FTSE 350 businesses in the sector have been appointing significantly more women into the roles of Chair, CFO and Non-Executive Directors than their listed peers.

% FEMALE APPOINTMENTS 2019

| Role | FTSE 350 HTL companies | FTSE 350 cross-industry average |
|-------|------------------------|---------------------------------|
| Chair | 20% | 11% |
| CEO | 0% | 6% |
| CFO | 33% | 25% |
| NEDs | 47% | 24% |

On ethnicity, strikingly, more than 80% of companies in our sector have no BAME leadership on their Board or Executive Committee. Progress, however, is considerably more widespread at the most populous leadership level – Direct Reports – where over half of companies reported that BAME representation increased in the past year. This provides an encouraging picture for the future, suggestive of a pipeline of BAME talent that can move into the most senior positions in the coming years.

HTL SECTOR COMPARED WITH MCGREGOR-SMITH REVIEW BENCHMARK

Cross-Industry Average (BAME representation)

| | |
|------------------------|-------|
| Working age population | 12.5% |
| Business leaders | 6.25% |

HTL Sector (BAME representation)

| | |
|---------------------|------|
| Board | 6.4% |
| Executive Committee | 3.4% |
| Direct Reports | 4.8% |

As in most industries, there is still a long way to go until BAME representation in the HTL sector reflects the UK working age population at 12.5%. Although only 24% of companies' D&I strategies include ethnic diversity, the vast majority of remaining businesses have been working to form a formal approach to improve BAME representation throughout 2019.

A lack of data continues to slow progress on ethnic diversity: nearly half of companies do not currently track the relevant data, and of those that do, many say it is incomplete.

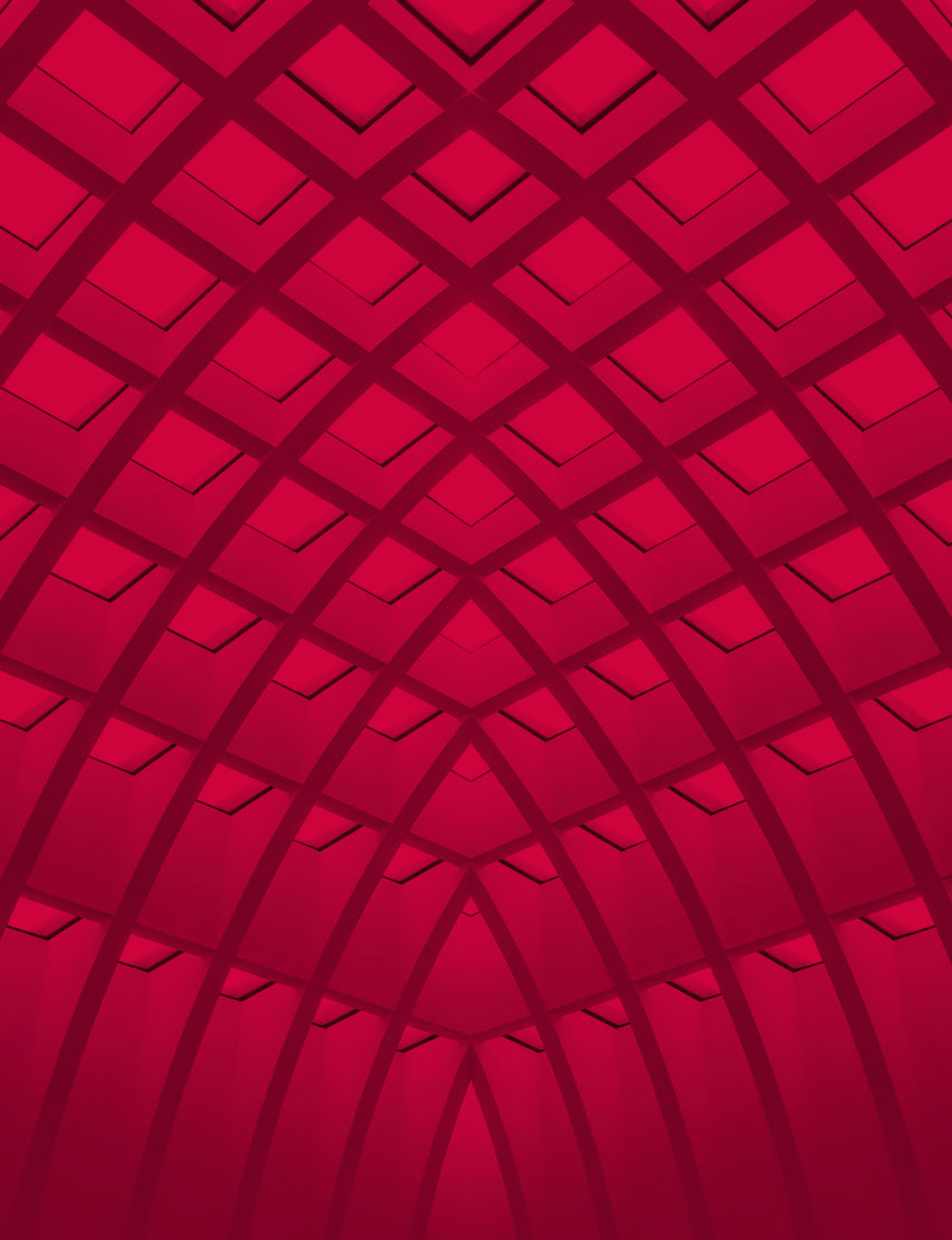
The delays to possible government legislation on mandatory ethnicity pay gap reporting has held some companies back as they hold fire until they know specifically what data to collect.

Throughout our discussions with Chairs, CEOs and HR Directors, the evidence is clear that the industry is coming together to improve diversity and inclusion. An impressive 80% of companies in the HTL sector have adopted a coordinated D&I strategy – a figure that is almost double that of an adjacent sector, according to recent research by The MBS Group and PwC.

Not only are more companies formally adopting a D&I strategy, they are also covering more areas of diversity. This reflects the broad array of topics and issues tackled by the WiHTL platform throughout 2019. From role models and flexible working, to menopause and mentoring, the breadth of the community's work is outlined in Moving from Intention to Action in this report.

It is no surprise that 77% of senior leaders said that their companies had made significant improvement in the past 12 months in how they're tackling D&I. However, the effects of such rapid change inevitably take time to be felt throughout an organisation. As you will see from PwC's study for this report, 65% of industry employees (from a sample of 1,500 employees) have seen no signs of improvement in diversity over the past year.

As a sector we have much more to do, but it is clear that coming together and progressing from intention to action is already moving the dial.



Research Findings

How the sector is performing on diversity and inclusion, and key themes drawn from conversations with industry leaders

Over the course of last quarter, The MBS Group has conducted extensive research to understand the status of diversity and inclusion in the Hospitality, Travel and Leisure (HTL) sector.

The findings are based on data captured from 120 companies of scale right across the sector, with a focus on the three highest leadership levels: Board, Executive Committee and Direct Reports (into the Executive Committee). We measured how the sector's leading businesses are performing on gender and ethnic diversity, and explored broader aspects including LGBTQ, disability, nationality, age and social mobility.

Our research also deep-dives into the most senior leadership roles on the Board, and provides cross-industry benchmarks.

As part of our research, we conducted interviews with over 100 CEOs, Chairs and HRDs to look beyond the numbers and unpick the key themes and insights dominating conversation in the industry. By comparing the data – and our qualitative findings – to last year's report, we are able to paint a true picture of the progress our industry has made.

Do we have the right D&I strategies?

An encouraging 80% of companies interviewed as part of our research self-report that they have a coordinated diversity and inclusion (D&I) strategy, plan or approach in place.

Of course, these companies are at different stages of their D&I journey, from those who are at the early stages of building out their approach, those who have relaunched their D&I strategy over the course of the last 18 months – often pulling together a series of existing policies and initiatives into something much more cohesive – and those more advanced businesses who are leading the way.

Though a very small number of companies neither have, nor see a need for, a joined up approach to D&I, the overwhelming majority of companies not only understand the benefits of a more diverse workforce, but also recognise that they have more to do – regardless of whether they are at an early, developing or advanced stage.

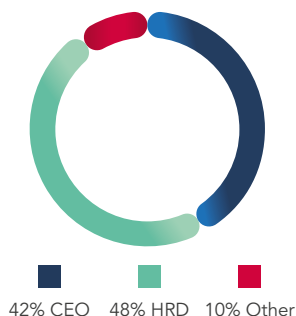
There are many aspects to diversity. As in most industries, gender has typically been the starting point for most companies – in part due to the pressure of high-profile initiatives such as the Hampton-Alexander Review and mandatory gender pay gap reporting. Accordingly, when we asked companies what areas their D&I strategies cover, gender is a constant. In contrast, just less than a quarter currently address race and ethnicity – though it is noteworthy how it is the next area to be looked at for many companies. After gender, LGBTQ is the most widely covered aspect of diversity, while other areas include disability, age and social mobility.

Of those with a joined-up D&I strategy, many companies are also going into a greater level of detail than ever before. Thanks to the work of WiHTL, topics such as menopause are now being tackled in many D&I agendas.

COMPANIES WITH A COORDINATED D&I STRATEGY



MOST SENIOR SPONSOR OF D&I STRATEGY

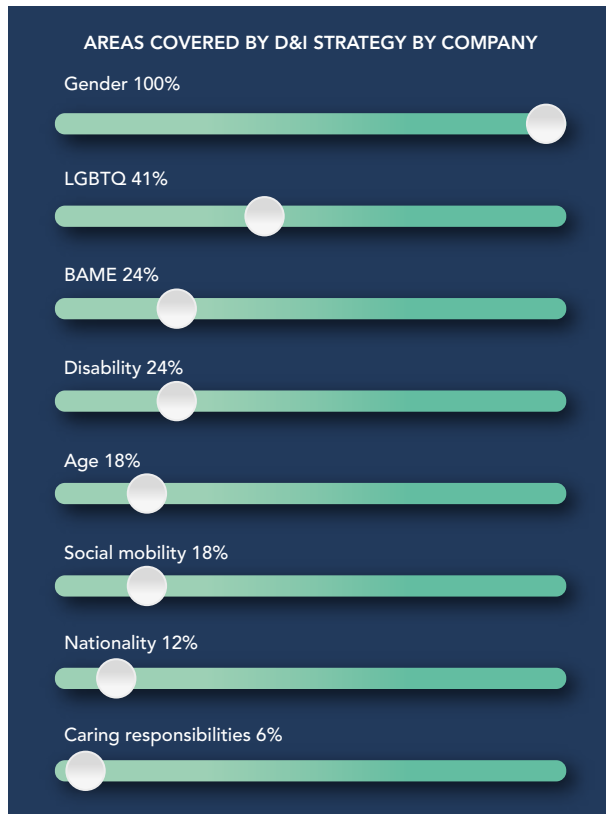


DOES YOUR COMPANY HOLD THE RIGHT DATA?



IS D&I EMBEDDED IN YOUR HIRING PROCESSES?





Several companies are actively prioritising inclusion over individual aspects of diversity. As one Chief HR Officer explained, it can be 'a better way of keeping all the balls in the air'. Another elaborated that their approach is 'built on principle, not policies – so that it becomes part of the company DNA and values, rather than "something you have to do"'.

The impact of this approach is perhaps most striking when you consider flexible working. Where it was raised in conversations in our research last year, the focus was generally around flexibility for women. In conversations this year, there was a clear shift in focus towards flexible working for all – including parental, caring responsibilities and other priorities.

The broadening of the meaning of flexible working in the sector can also be credited to the excellent work being undertaken by WiHTL. WiHTL is encouraging businesses to rethink how they approach diversity in their workplace, by starting conversations and providing practical solutions to topics such as flexible working. The Intention to Action section of this report outlines some examples of this, such as WiHTL's work with PizzaExpress on working from home.

One HR Director described to us how their business was moving to the premise that flexible working will work, rather than automatically looking at why it wouldn't. Meanwhile, when another business leader expressed surprise that some colleagues were so 'backward' about flexible working, they had been reassured by their CEO 'don't worry, they'll catch on'.

Senior sponsorship and business support are critical components of an effective D&I strategy. In most companies (48%), the HR Director is the most senior sponsor of the D&I strategy, but CEOs are not far behind at 42%.

The level of support offered by Boards varies quite significantly. A few companies described how they were under real pressure to demonstrate progress to their Boards, leading to D&I being a measurable and bonusable target amongst one business's top 50 leaders.

At the other extreme, there appears to be an understanding gap on some Boards: two people we spoke to described their respective Boards as being 'not unwilling' on the topic of diversity, but fundamentally 'not aware' or 'unable to walk in the shoes of others'.

Sufficient resources and the right access to data are also important. We found that just 25% of companies we interviewed have appointed someone to specifically lead the D&I agenda. Meanwhile, just a third of companies feel they have access to the right internal data on diversity.

For those who are working at the heart of D&I, there is a desire to know what to strive for. As one leader said, 'we've been looking down for so long, we want to look up to new ideas and understand what other people are doing.' We asked interviewees if they could name a company operating at 'gold standard' on D&I and found nobody was able to identify one business doing so across the board. Instead, people were only able to identify specific initiatives other companies are performing well on, highlighting the role collaboration platforms such as WiHTL can play in bringing together best practice.

Despite it being an important lever for increasing diversity, just 28% of companies have embedded D&I in their hiring processes. Popular mechanisms amongst those that have include looking at the language they use in job descriptions, blind CVs and unconscious bias training.

Finally, while 77% of interviewees believe their company has improved on D&I in the past twelve months, most agree that internal communications is a challenge – something that is reflected in PwC's research on the employee's viewpoint in HTL.

Blockers to progress

As well as the need for greater senior sponsorship and a lack of adequate resources, three key themes emerged when we asked interviewees about the biggest blockers to progress on D&I:

COMPLEXITY

Implementing a coordinated D&I strategy is particularly challenging for global businesses or those with multiple operating companies where priorities can vary widely across different geographies and subsidiaries

SECTOR PRESSURES

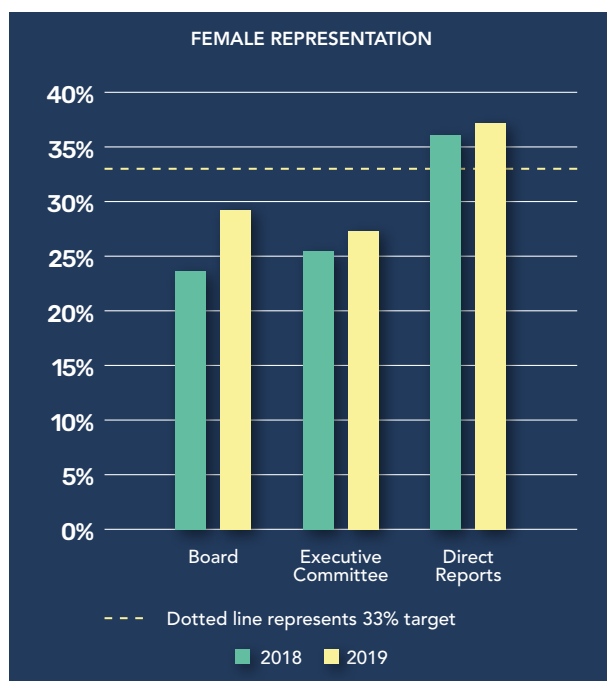
Businesses under significant financial pressure or those who have been through a transaction in the last year have found it difficult to prioritise D&I, even where its benefit is understood. As one HR Director explained, 'we understand a more diverse workforce equals better performance but the agenda is huge, you can't fix it quickly'.

SLOW STAFF TURNOVER

In smaller companies or at the most senior leadership levels, slow turnover of staff can mean significant effort on D&I is not immediately reflected in the metrics.

Gender

HEADLINE FIGURES



The Hampton-Alexander Review sets out a target for all FTSE 350 businesses to reach 33% female representation across their Boards, Executive Committees and Direct Reports (into the Executive Committee) by the end of 2020. For the second year running, The MBS Group has considered how all HTL businesses of scale have performed against this metric.

Positively, the headline figures demonstrate that there has been progress at all three leadership levels over the course of 2019. In fact, female representation at Board level across the sector has increased by over 5%.

As last year, despite seeing a more modest gain in 2019, gender diversity is greatest amongst the Direct Report population. It is also, once again, the only level where the sector as a whole has reached the 33% target.

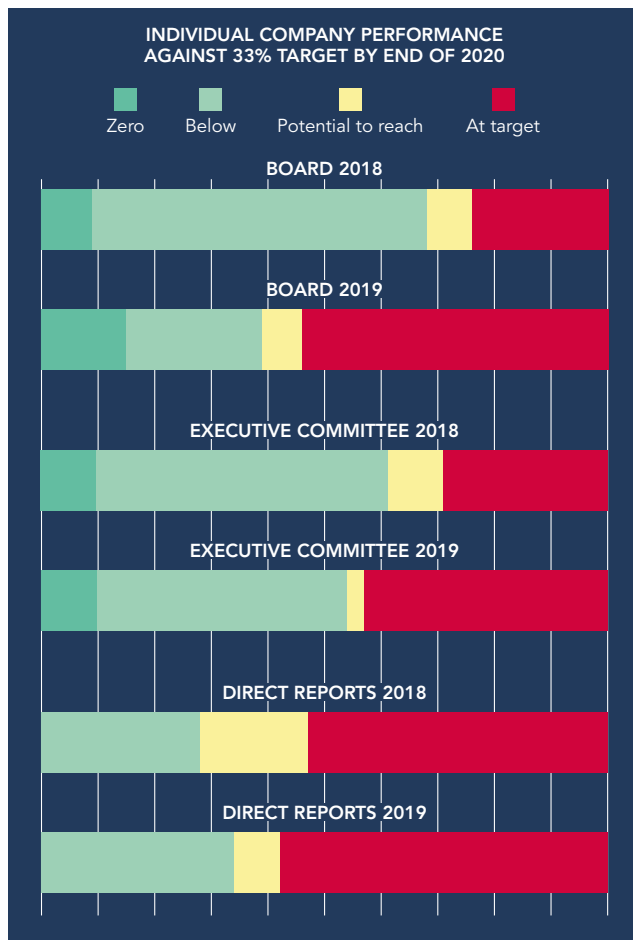
So how does progress in the HTL sector compare to the cross-industry FTSE 350 benchmark?

At Board level, the sector lags slightly behind the cross-industry average of 30.6% – perhaps unsurprisingly given the number of HTL companies that are not FTSE 350 constituents and therefore have not faced the same level of sustained public scrutiny.

At both the Executive Committee and Direct Report levels, however, HTL performs particularly strongly against the cross-industry benchmark, as shown in the table below.

HOW THE HTL SECTOR COMPARES TO THE CROSS-INDUSTRY 2019 HAMPTON-ALEXANDER REVIEW FINDINGS

| | FTSE 100 | FTSE 250 | FTSE 350 | HTL Sector |
|---------------------|----------|----------|----------|------------|
| Board | 32.4% | 29.6% | 30.6% | 28.9% |
| Executive Committee | 23.1% | 18.6% | 19.9% | 27.2% |
| Direct Reports | 29.3% | 27.9% | 28.3% | 37.7% |



BENEATH THE SURFACE

While the headline figures look encouraging for the sector as a whole, a different picture emerges when you consider diversity at a company-by-company level. It is notable for example that 15% of companies profiled still have all-male Boards, while 10% are led by an all-male Executive Committee.

We have assessed the progress of individual companies against the Hampton-Alexander Review's latest performance indicators (On Target, Potential to be On Target, Low Performing and All-Male).

Last year, we highlighted the widening gap between those companies who are performing well against these indicators, and those who are unlikely to reach the 33% target by the end of 2020. It is a trend that has continued in 2019, as the panel on the left demonstrates.

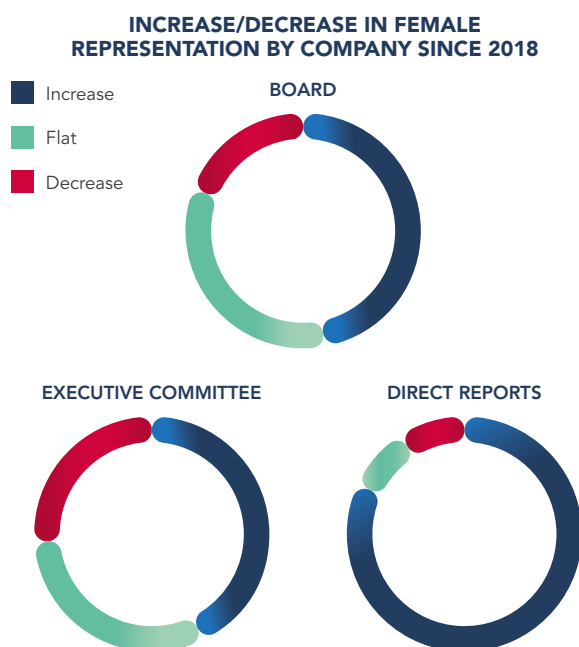
Though 43% of companies already have 33% or more women at the Executive Committee level, just a further 2% are likely to reach the target by the end of 2020. At 55%, more than half of companies are unlikely to reach it.

More companies have reached 33% at Board level and across Direct Reports (54% and 58% respectively), but a third or more companies are not on course to meet the target.

We also considered which companies have seen their gender diversity increase, fall or remain flat over the course of 2019. Positively, at each level of senior leadership, companies who have increased their female representation make up the biggest share. For example, the percentage of women on Executive Committees has gone up across 43% of companies, and at Board level that applies to almost half of companies (47%).

It appears that, where progress has been made it is fairly well spread across multiple companies, rather than concentrated in a few.

Perhaps most encouragingly, the vast majority (82%) of companies have seen the percentage of women at the Direct Reports level rise over the last year – a strong prospect for the future leadership talent pool.



COMMENTARY

On gender diversity, there has been widespread focus on developing internal talent pipelines across many of the Hospitality, Travel and Leisure companies we interviewed.

Such initiatives include targeted mentoring and sponsorship programmes as well as events, such as 'a day in the life of the leadership team', designed to boost the confidence of potential future leaders.

In many cases, these initiatives are highly focused on the most senior leadership pipeline. This is especially true of some of the companies who have limited resources for diversity and inclusion more generally.

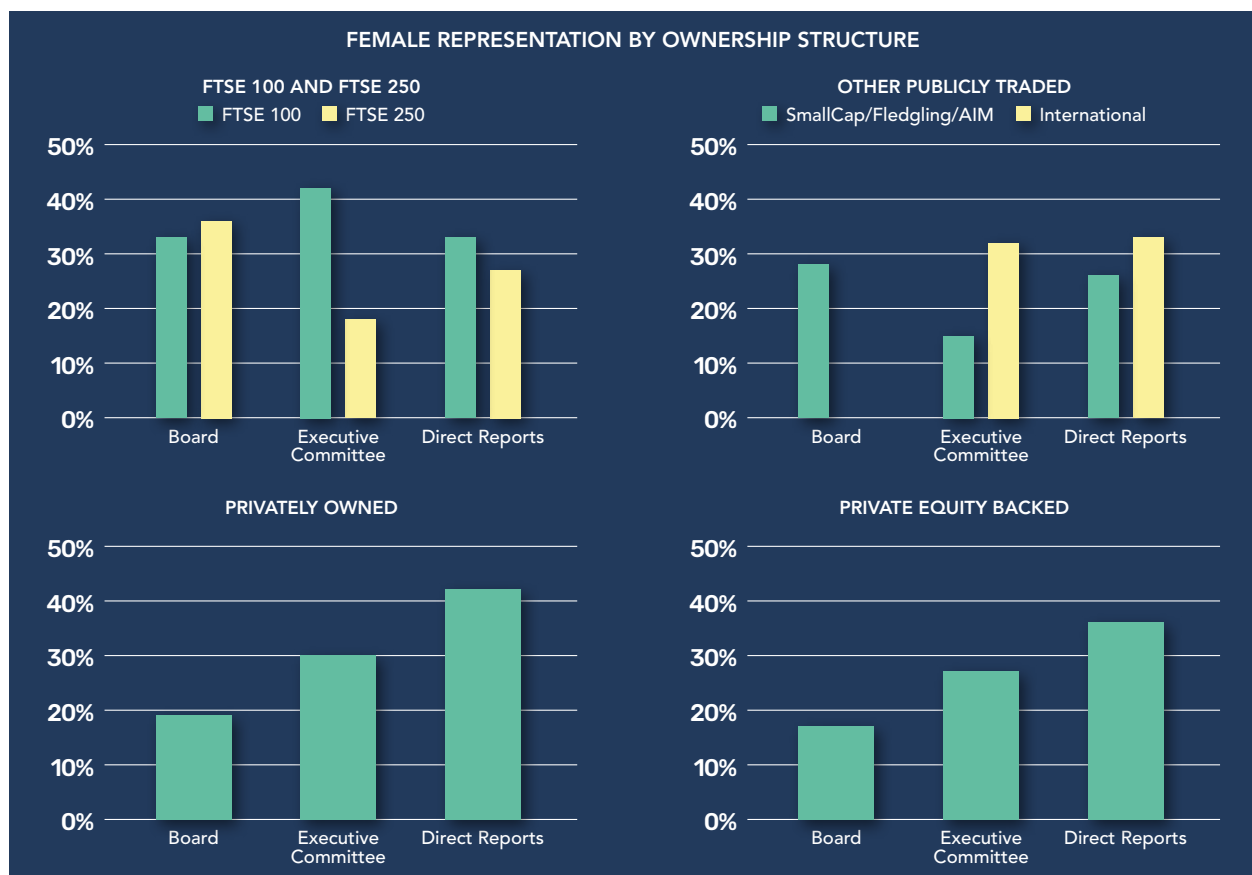
Several companies discussed the potentially outsized impact small changes can have. For example, one company that previously had no women at the most senior level of its marketing function took a risk by promoting two high-potential women internally. As they are now strong role models, the move has unlocked

further potential in the team, which is now balanced 50/50.

Another business is hoping for a similar effect, having appointed women into chief information and chief data officer roles – both teams that are otherwise all-male at a senior level.

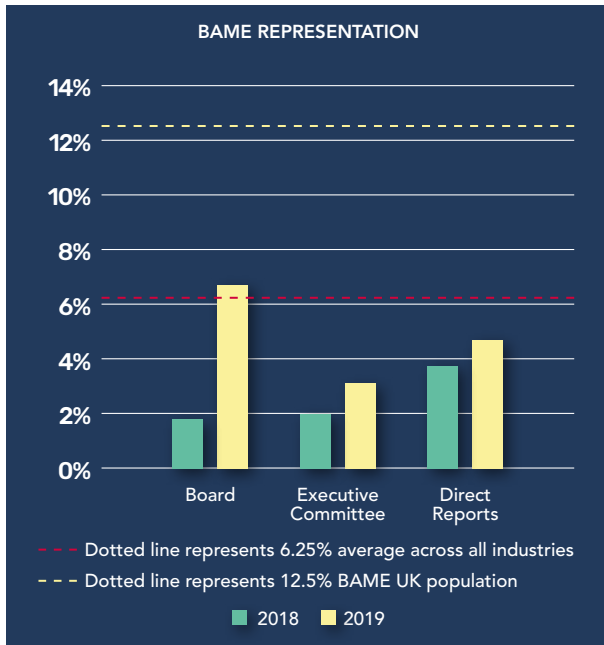
Role models can be very powerful in promoting gender diversity, and as our inaugural Women to Watch in HTL Index demonstrated in 2019, it is clear to see that there are inspiring women operating in all areas and all functions of the sector.

However, there are still some areas that remain challenging from a gender perspective. For example, as highlighted last year, there continues to be concern about safety in some parts of the industry, particularly those operating in the night-time economy and or roles where regularly travelling alone is prevalent. The concern is often raised both from a duty of care perspective, and as something that might impact on the attractiveness of the sector.



Ethnicity

HEADLINE FIGURES



In last year's report, we asked the question, 'do we also need to focus on ethnic diversity?' Gender diversity amongst the leadership teams of listed business has been the subject of high-profile scrutiny over a number of years, while the introduction of mandatory gender pay gap reporting has broadened that pressure out to include all companies of scale and across all layers of a business.

The 2017 McGregor-Smith Review of Race in the Workplace helped to push ethnic diversity

up the agenda and the prospect of mandatory ethnicity pay gap reporting continues to build pressure, but it has still not received the same level of focus.

With the understanding that 'what gets measured, gets done', for the second year in a row, we have compiled the latest data on ethnic diversity amongst the leadership teams of HTL companies of scale operating in the UK.

Promisingly, our research shows that BAME (Black, Asian and Minority Ethnic) representation has increased across all three of the most senior leadership levels over the course of 2019.

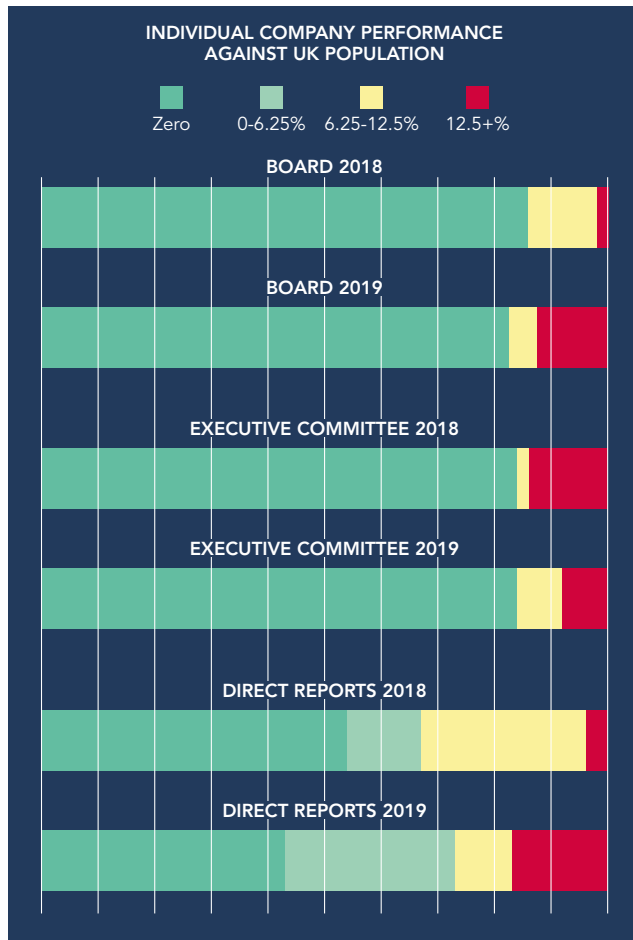
However, the McGregor-Smith Review provides baseline figures for the UK population, against which we can compare the sector's performance, and at all three levels BAME representation continues to fall short of the UK working age population average (12.5%).

As the table below shows, in HTL BAME representation most closely reflects the McGregor Smith Review's average figure for business leaders (6.25%) at Board level.

Though these headline figures help to contextualise ethnic diversity in the HTL sector, it should be noted that they are less complete than the gender statistics, as many companies do not hold the relevant data.

HOW THE HTL SECTOR COMPARES TO THE CROSS-INDUSTRY MCGREGOR-SMITH REVIEW BENCHMARK

| Cross-Industry Average (% BAME) | | HTL Sector (% BAME) | | |
|---------------------------------|------------------|---------------------|----------------------|----------------|
| Working age population | Business leaders | Board | Executive Committees | Direct Reports |
| 12.5% | 6.25% | 6.4% | 3.4% | 4.8% |



BENEATH THE SURFACE

Looking behind the headline figures, the picture is much more mixed at the company-by-company level. More than 40% of HTL businesses have no BAME representation at all amongst their Direct Reports – the most populous leadership level. Almost twice as many companies have no BAME leaders on their Executive Committee.

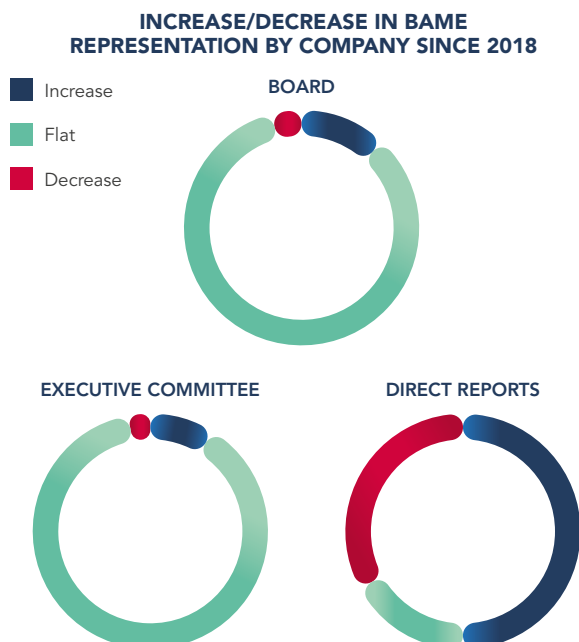
As the panel on the left shows, there is a wide gap between companies that have greater ethnic diversity and those that do not. The gap is most apparent at Board level, where 82.5% of companies have no BAME leaders and just 12.5% of companies are in line with or greater than the UK working age population.

We have also measured which companies have increased, decreased or remained flat on ethnic diversity over the course of 2019. At Board level and across Executive Committees the vast majority of companies have remained broadly flat, while there is greater variation at the Direct Reports level.

COMMENTARY

One factor that impacts ethnic diversity is the local population. Office of National Statistics (ONS) data shows that BAME representation varies quite widely in different regions of the UK, and HTL companies are perhaps more geographically spread out than most.

Accordingly, the location of both head office and field operations can affect the talent that companies attract and develop.



Nonetheless, a number of companies still report that their head office staff do not reflect the ethnically diverse local population. One business is working closely with the local council to draw in more local talent, while a number of others are working closely with specialist local recruiters.

Another company is going even further: it seeks to better understand the ethnic diversity of its customers, as well as colleagues.

Ethnicity is often viewed as the 'second' big area of diversity after gender. However, there is a clear disconnect between where it sits as a priority and where companies are taking the most action. Less than a quarter of companies with a coordinated D&I strategy reported that ethnicity is one of the areas it covers.

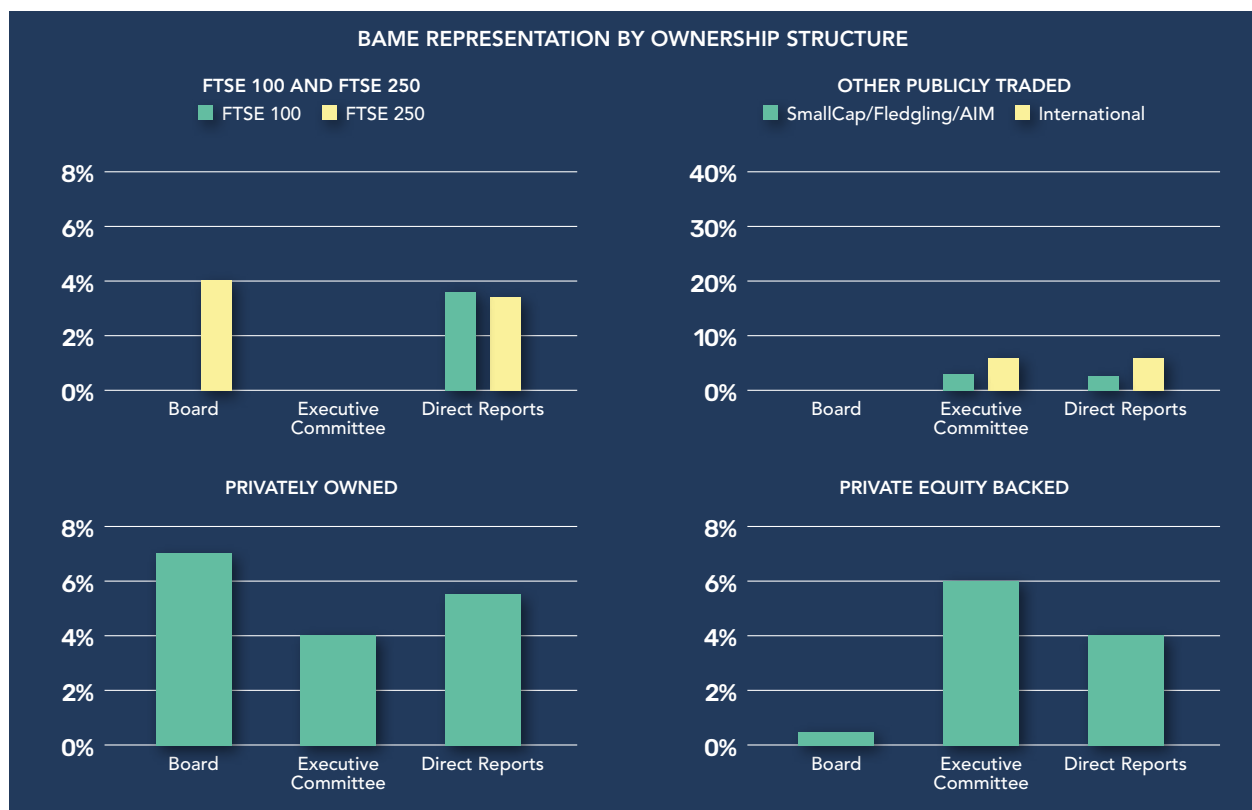
One of the biggest challenges undermining progress is a lack of good quality data on which to plan a course of action and measure progress. Just over half (56%) of the companies we interviewed said that they track ethnicity data and even amongst those that do, it is often incomplete.

The prospect of mandatory ethnicity pay gap reporting is forcing some companies to seriously consider the data they hold and what they can do to improve it.

However, especially for smaller companies, a lack of clarity from the government is also holding some back from collecting the data. Until they know specifically what data they will need to report and how it will be cut, they are reluctant to invest resources for fear of having to do it again once the legislation becomes clearer.

Businesses that operate globally face very different challenges in different regions. One global hotelier explained that ethnic diversity is more of a challenge in the UK market than in its US operations.

Companies with a franchise model also face different challenges. While BAME representation is often higher amongst franchisees, some companies reported to us that those populations are sometimes not diverse themselves.



Diversity by function

ON THE BOARD

Last year's research highlighted a severe lack of women in the most senior leadership roles. Regrettably this continues to be the case across Hospitality, Travel and Leisure, despite an overall improvement in gender diversity – but the sector is not unique in this regard.

The latest Hampton-Alexander Review identifies it not only as a cross-industry issue, but also one that is found in all major markets around the world. On the CEO role specifically, it states that 'appointing women into the very top job universally seems difficult' regardless of the approach taken to increase the gender balance on Boards.

Once again, we have analysed the makeup of the Boards of all HTL companies in the FTSE 350 (here, we include the Executive roles most commonly found on the Board: CEO and CFO).

One of the key indicators of progress for gender-balanced senior leadership teams is the appointment rate of women. For gender diversity to increase, it can only happen when men are replaced by women or women are appointed into newly created roles.

Given the small number of roles at the top, both data points are important to understand progress. We also consider performance across the FTSE 350 as a whole, to provide a cross-industry benchmark for comparison.

As the panel overleaf shows, Non-Executive Directors (excluding Chairs) stand out as the one area of the Board where there has been significant progress: 36.4% of NEDs in the sector are women¹, which is broadly consistent with the cross-industry benchmark.

By contrast, less than 10% of Chair roles are held by women. One of the key blockers to

progress is the fact that companies tend to appoint candidates with prior Chair experience – something that continues to be true of all FTSE 350 Chairs appointed in the sector over the past 12 months.

One of the businesses we interviewed is actively developing a pipeline of female leaders to chair its operating companies. However, it remains the case that if we are to see a step change in the number of female Chairs on the Main Board, companies will need to be bolder about hiring first-time candidates.

At 17%, the number of female Senior Independent Directors (SIDs) – often seen as a stepping stone to taking on a Chair role – falls below the cross-industry average of 24%.

The gender split amongst CEOs in the sector has remained broadly flat against last year (this is also true beyond the FTSE 350, where 11% of CEOs are women). Of those appointed in the last 12 months, 40% were internal promotions, while just 6% were appointed from outside the HTL sector.

Last year, we highlighted the concerning number of companies who have an all-male leadership triumvirate, comprised of the Chair, CEO and Chief Financial Officer. This year, that figure has fallen from 87% to 74%.

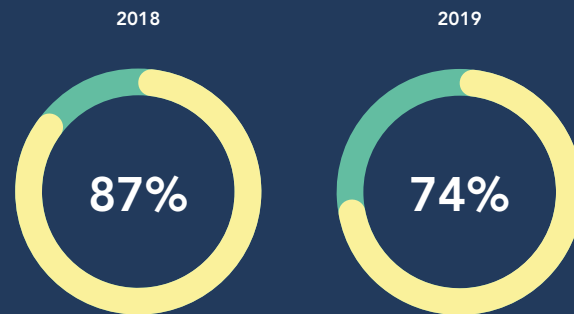
When considering the appointment rate of women into these roles, FTSE 350 companies in the HTL sector are notably outperforming the cross-industry average on Chair, CFO and NED roles.

Strikingly, there are no BAME leaders in the role of Chair, CEO or SID at FTSE 350 HTL companies. Amongst the NED population, the figure is 4.6%, while 7.1% of CFOs are from a BAME background.

¹ The decrease between 2018 and 2019 is largely attributable to changes in the HTL companies that fall within the FTSE 350 over that period

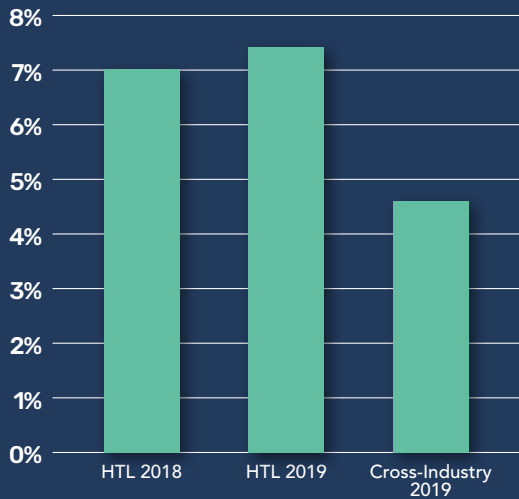
ON THE BOARD

ALL-MALE CEO/CFO/CHAIR TRIUMVIRATE

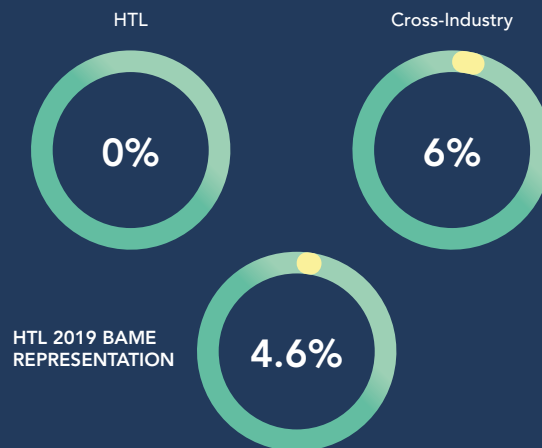


CHIEF EXECUTIVE OFFICER

FEMALE REPRESENTATION



FEMALE APPOINTMENT RATE IN 2019

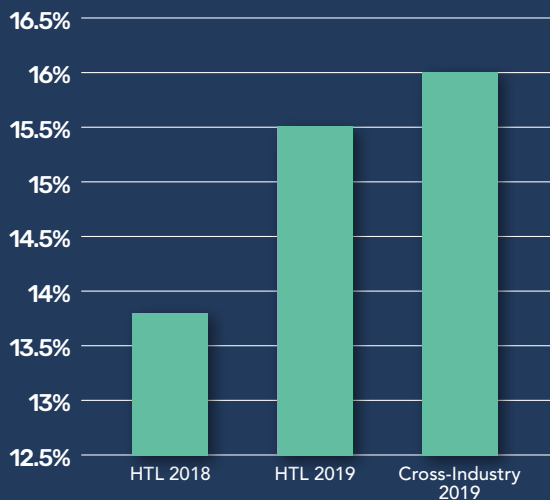


HTL 2019 BAME REPRESENTATION

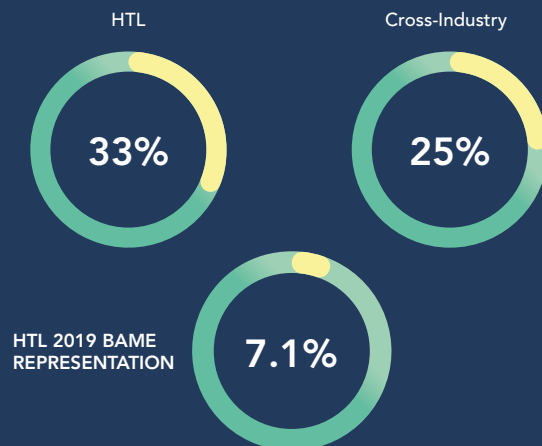
4.6%

CHIEF FINANCIAL OFFICER

FEMALE REPRESENTATION



FEMALE APPOINTMENT RATE IN 2019

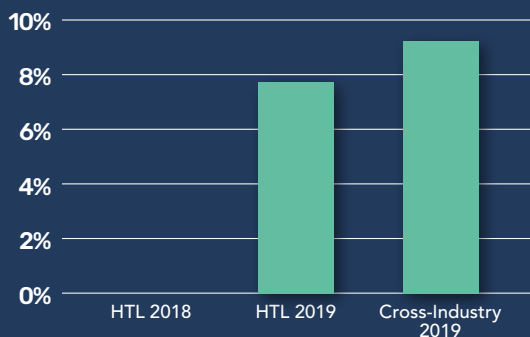


HTL 2019 BAME REPRESENTATION

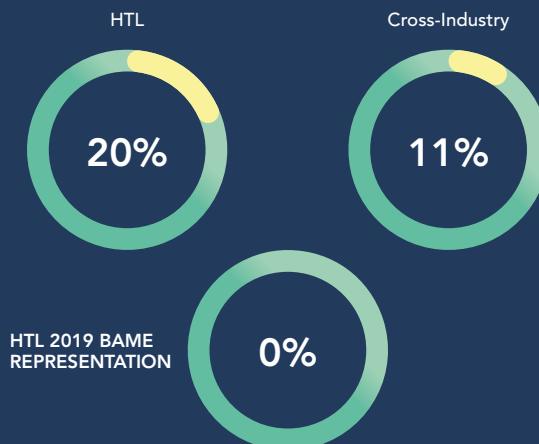
7.1%

CHAIR

FEMALE REPRESENTATION

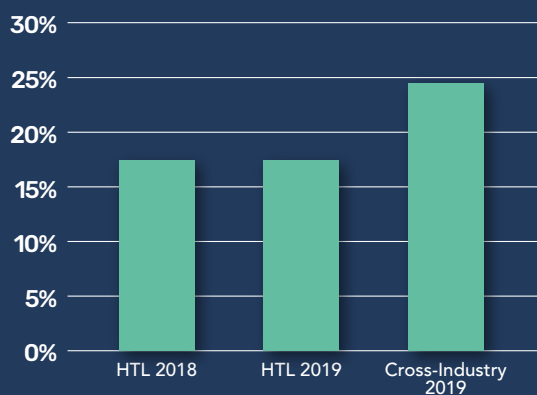


FEMALE APPOINTMENT RATE IN 2019

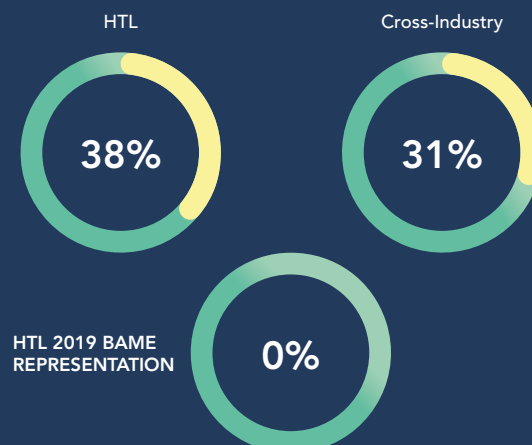


SENIOR INDEPENDENT DIRECTOR

FEMALE REPRESENTATION

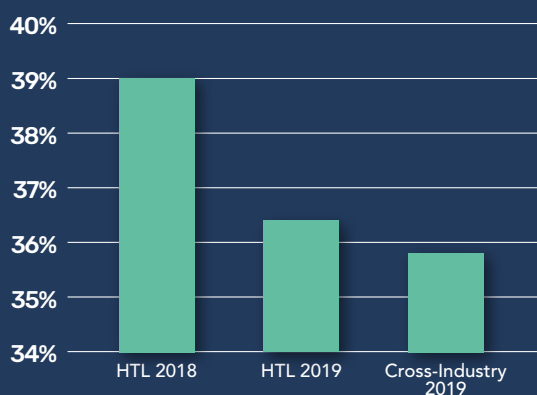


FEMALE APPOINTMENT RATE IN 2019

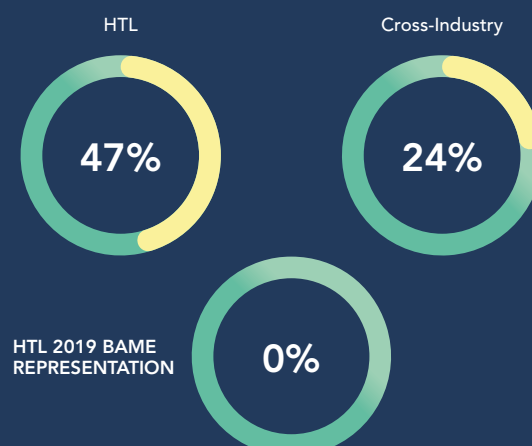


NON-EXECUTIVE DIRECTOR

FEMALE REPRESENTATION



FEMALE APPOINTMENT RATE IN 2019



FOCUSING ON OPERATIONS

The operational nature of the HTL sector has consistently been highlighted as a roadblock to gender diversity. With operational leadership roles covering large geographical areas, requiring significant travel and serving a sector that operates 24/7, HTL companies have been thinking innovatively about how they can make them more attractive to those seeking a better work-life balance.

In our conversations with CEOs and HR Directors this year, there is a sense that the dial is beginning to shift in operations. One major pub business now has more Operations Directors who are women than men, whilst a leading hotel company has reached four out of five female Regional Operations Managers.

Companies continue to trial alternative structures, such as one FTSE 250 business that has introduced a part-time Regional Manager for the first time. Progress is being monitored carefully, but the company recognises it will take time to restructure roles more widely if it is successful.

There are many ways businesses are trying to remove the need to be 'always on', such as reducing the number of sites covered by one individual or providing a centralised out-of-office support centre. At site-level, one company has introduced an initiative to develop strong deputies across all sites, while it has also abandoned a long-standing condition that all General Managers must be prepared to move to any other site in the country.

More difficult, however, are the roles where that 'always on' culture is directly driven by the customer. Several hotel companies, particularly those operating at the luxury end of the market, explained that this was a key reason why the number of female General Managers is low (in the region of 12-15%).

One leisure business has hired three female Operations Directors in the last year – all developed internally and now in stretch roles.

The company's HR Director explained that they have been able to take a risk because they have a very experienced Chief Operations Officer leading the team.

There remains a long way to go, but the HTL sector is undoubtedly starting to make progress in operations.

OTHER FUNCTIONS

Looking beyond operations, functions such as technology continue to be male dominated across the industry (and beyond). Similarly, the HR function continues to be heavily dominated by women – something a number of companies are actively taking steps to address.

Across our interviews, challenges were identified within virtually all key functions. However, there remain a number of specific roles in certain sub-sectors where progress is tough, such as pilots in the aviation industry or property roles in pubs.

Once again, it was reported to us that the pace of change is slower in heavily unionised areas of the economy, such as train drivers. Potentially due to safety concerns, the number of female bus drivers continues to be even lower. In hotels, developers are still much more likely to be men than women – perhaps a cultural issue, with deals still been seen to be made on the golf course.

While one pub company explained that an emphasis on gender diversity in hiring had opened their eyes to different sorts of profiles than they would previously have considered – particularly from outside the sector – a casual dining business cautioned against having too many people who are 'learning on the job' at the same time.

Meanwhile, one HR Director who has recently joined HTL from the grocery sector expressed surprise by the lack of more 'generic' roles that allow high potential employees to move around functions and be developed for specific roles in the future.

Beyond gender and ethnicity

'We want people to bring their whole self to work' is a phrase you hear often in the HTL sector. It is no surprise then, that our research uncovered companies looking at multiple areas of diversity beyond gender and ethnicity.

LGBTQ

Of those companies with a coordinated D&I strategy, LGBTQ is the most commonly addressed aspect of diversity after gender (41% of companies). According to Office of National Statistics figures, 6.8% of the UK population do not identify as being heterosexual, but few companies hold meaningful data on the LGBTQ makeup of their employees. In our research, 39% of interviewees were unable to identify anyone who is openly LGBTQ across their company's three most senior leadership levels.

Companies who are active in this area often work in close partnership with external organisations such as Stonewall, and support events such as Gay Pride.

DISABILITY

Around a quarter of companies address disabilities as part of their coordinated D&I strategy. Just 14% of our interviewees were able to identify anyone amongst their leadership teams with a disability – but once again there is a lack of meaningful data in this area. Official numbers show that 19% of the working age population in the UK are disabled, as defined by the Equality Act 2010.

Additionally, government figures show that there is a 30% employment gap between disabled people and the working age population at large. More can be done to understand whether such a gap exists in the HTL sector – and to identify the systematic issues preventing people with disabilities progressing to senior leadership roles.

However, the sector arguably has a greater understanding of disabilities than most – at least from a customer perspective. This is perhaps most apparent in hotels and transport, where we

learned of several initiatives to educate colleagues on how customers might experience their services.

One hotel group, for example, explained that they had led sessions in which staff walked around properties in total darkness to emulate a blind guest's experience. Meanwhile, a holiday park operator reported working with a local company to provide work experience to adults with learning disabilities. A number have since been brought into their team, demonstrating that CSR initiatives can positively influence hiring.

AGE

Interviewees highlighted the large variation in the age profiles of their employees. For example, one pub company described the challenges of a workforce that ranges in age from 18-80 years. By contrast, one restaurant operator – 70% of whose workforce is aged under 23 – talked of a cultural disconnect between that group and the leadership team, particularly on issues such as D&I.

NATIONALITY

Unsurprisingly, nationality is a bigger area of focus amongst the more international businesses in the HTL sector, for which nationality diversity is likely to be an intentional part of their senior hiring.

A high dependency on EU nationals continues to be an area of concern in the context of the UK's changing relationship with Europe. 'That pool is decreasing massively and it's out of our control', as one restaurant group described it. Another business highlighted that most of its data team are EU nationals.

SOCIAL MOBILITY

Across HTL, it appears that the most focused work on improving social mobility is taking place amongst hotel groups, ranging from large-scale apprenticeships and work experience programmes to initiatives working with former prisoners. Partnerships with local charities and educational organisations are also common across the sector.

Moving from Intention to Action

The WiHTL collaboration community: a year in review

The WiHTL collaboration community was established to champion a culture of openness in the Hospitality, Travel and Leisure (HTL) industry. By bringing companies together, the community is encouraging conversation around key diversity and inclusion topics and amplifying the impact of the many individual initiatives in place in the sector.

Today, the collaboration community has impacted over 1.9 million employees within the sector. By highlighting the diverse talent pool that already exists and providing practical solutions to issues such as menopause in the workplace and coaching working parents, the community has driven significant progress in the sector.

In this chapter, we set out to explore how the community has joined forces to move the dial and turn intention into real action.

The Intention

Women in Hospitality, Travel and Leisure is a cross-company initiative championing a more inclusive culture within the Hospitality, Travel and Leisure industry.

We started our journey in 2017 with the aim of conducting some research into whether the industry would achieve the target set by the Hampton-Alexander Review of 33% of senior roles being filled by women by 2020. After the first report, we concluded that, although there were pockets of excellence, the industry was lagging behind in terms of making meaningful progress towards achieving that target.

We also realised that we had an extraordinary opportunity to come together as an industry, join efforts and – through collaboration – amplify the impact of individual diversity initiatives. Together, we can have a bigger, louder voice for the good of the HTL industry.

We have created a collaboration community that is devoted to increasing female and ethnic minority representation, and diversity as a whole, at all levels, including leadership positions.

We aim to achieve our aim through a concerted, collaborative and cohesive plan of action. We share best practice from within and outside our industry and, where there are gaps, establish new ways of helping to create a more diverse industry at all levels, from intake to senior leadership teams and the Board. We do not duplicate efforts that are already working; instead, we seek to amplify existing initiatives through a joined-up approach with a sense of pace and determination.

We seek to highlight the broad and deep female and ethnic minority talent pools we have within our industry and to inspire more women and ethnic minorities to pursue a career in our sector and reach the most senior levels within their organisations. We strive to start conversations and offer solutions to a wide range of issues,

such as the menopause in the workplace, coaching for working parents, supporting flexible working, encouraging women to return to our industry after a career break and offering them opportunities to engage with employers, promoting cross-industry mentoring, and moving beyond feeling uncomfortable when talking about race to co-creating solutions and removing barriers.

Although we believe that data and metrics are crucially important, we champion advocacy and do not set targets as we appreciate that each company is on a journey. What works for one may not work for another.

We offer networking and mentoring opportunities, to develop and retain existing diverse talent.

It is inspiring and gratifying to see the energy, enthusiasm and commitment to change, and the willingness to learn from each other, to make a difference, and move the dial in a joined-up way.

In just over a year since the collaboration community was formed, we've seen a huge amount of progress right across the industry, with senior leaders committing to the work we are doing and more and more companies joining the community. Our community now impacts over 1.9 million employees (as of December 2019).

This chapter explores the many areas in the diversity and inclusion arena where companies from across the Hospitality, Travel and Leisure industry are sharing, learning, challenging and joining forces. We have truly moved from Intention to Action.

Very many thanks to everyone involved.

The Action

Engaging with senior leaders across Hospitality, Travel and Leisure has been one of the fundamental actions we have taken to move the dial in the diversity and inclusion space. In late 2018 we set up our Advisory Board to guide our actions, challenge our thinking and support us in executing our aspirations.

Keith Barr, Chief Executive Officer at IHG PLC and Founding Member of the WiHTL Advisory Board commented:

"At IHG, we know that developing a diverse and inclusive culture is critical for us to be successful – it helps us attract and retain the best talent, creates a sense of belonging among colleagues, and ultimately makes our business stronger. The hospitality industry is present in thousands of diverse communities across the globe, which gives us a platform to make a real difference.

I am proud to be one of the Founding Members of the WiHTL Advisory Board and believe passionately about the role that the hospitality industry can play to advocate for the power of inclusivity in the workplace. The progress that WiHTL has made over the past year in driving this forward shows what can be achieved when our industry decides to collaborate for positive change."



Keith Barr
CEO, IHG



Dominic Blakemore
CEO, Compass Group

On joining the Advisory Board, **Dominic Blakemore**, Chief Executive Officer Compass Group PLC stated:

"Why do I support this work? We all know the business benefits. No senior leader in 2019 should still be asking for evidence of the business case. The evidence of having diverse teams, particularly in terms of gender, is overwhelming. Why I am involved is simple. Because it makes sense for our business, our people, our suppliers and our customers. Since becoming CEO, my leadership team changed from 10% to nearly 40% female leaders and the conversations and decisions taken around the executive table are richer and better informed as a result."

We have also set up an HR Leaders Steering Group that meets on a quarterly basis to steer the work we do and shape our actions. These leaders are actively involved in sharing, learning, participating and connecting. They give up their time to support the advocacy work we conduct and are eager to help us make a collective difference.

"I have been involved with the WiHTL movement since the start of the year. I became a lead supporter of this important cross-industry initiative because I recognise and share the ethos and its values. Collaborating as a sector, to amplify our successes and encourage others to join us is an advantage for all."

Julie Humphreys, Group Head of Diversity & Inclusion at Compass Group PLC.

In this section, we summarise some of the tangible actions that have seen our collaboration come to life.

MATERNITY, PATERNITY AND PARENTAL LEAVE BENEFITS

In early 2019, at the request of one of the companies in the collaboration community, we carried out a survey on **maternity, paternity and parental leave benefits** with the objective of exploring the current offerings across HTL companies. The survey was completed by companies with a total workforce of 120,000.

The key findings made for some sombre reading, with 40% of HTL companies participating in the survey not offering enhancements above statutory maternity, paternity and adoption leave, and 60% not knowing if their returners went back to their old roles, dropped a level or asked for reduced or flexible hours.

50% had no data to answer the question on whether flexible work requests had been received and how they had been handled. Shared parental leave was reported as being virtually non-existent in the sector.

The lack of comprehensive data coupled with a lack of deep analysis of changing expectations of employees in this area needs addressing. If the HTL industry is going to compete and lead the way in the talent acquisition and retention space, a more robust information architecture is required.

Inadequate flexible working and leave policies risk hurting women's careers, families, and companies. A step change is required if we are to support women returning to work after a career break, encourage men to apply for paternity leave, shared parental leave and flexible working, close the gender pay gap, retain our younger workforce as they reach the parenting life stage and be inclusive of working partners.

At PizzaExpress, work-life balance principles are all-inclusive, meaning that regardless of whether or not a person has children, is a carer, works

in the office, works in the field, has a pet, likes to keep fit, has a hobby (the list could go on), the principles apply to them. PizzaExpress encourages each employee to talk to their line manager about their work-life balance and how to best optimise it without compromising business needs, in order to achieve a work-life balance that works for both the company and the individual. Some examples of how this might work include:

- Starting later and working later as you want to go to a gym class, and have no meetings before the class on that day
- Coming in earlier and leaving earlier as you are picking up the children, and have no work commitments later in the day
- You have worked additional hours to deliver a project, so allow yourself an early finish
- Travelling later on a Monday because that day's commute means you waste twice as much time travelling as usual, so it is more efficient to work from home for a couple of hours and then travel in
- Going on a weekend away at an earlier time because you have worked additional hours that week



PizzaExpress recognises that there are certain tasks that are more easily done without interruption and in a quiet space, meaning home working can be a productive option for both the individual and the company.

Zoe Bowley, MD UK and Ireland at PizzaExpress and WiHTL Advisory Board member commented:

"As a 'People First' business, we recognise people as individuals, who have their own work preferences and their own unique home life. By taking a flexible approach to work, we know that our people will be happier and more productive, and we see this as a win for both them and the business."

Stephen McCall, CEO edyn Group added:

"We believe in a blend where our people can manage their work and home priorities together more naturally and seamlessly, and according to the various shifting demands which make a "9 to 5" such a struggle for many. This is particularly relevant for working mothers and fathers, family illnesses, periods of peak work demand etc. The key here is to provide the maximum opportunity for fulfilment across all aspects of life, without trying to separate them unnaturally."

As a result of the research we conducted, the CEO of one organisation in the community instigated a review of all their parental policies in over 100 countries, covering more than 400,000 employees and resulting in an enhanced offering. We consider this to be a fantastic achievement.

To respond to the results of the survey, we also ran two masterclasses on coaching parents returning from leave and on enabling working parents and carers, highlighting the benefits of a successful work-life balance. We issued the following action points to encourage companies to drive progress in this area:

- Enable line managers as decision makers to support your employees in their career choices, provide them with guidance on flexible working, make them aware of how constrained we can be by gender biases towards men and women and their carer roles
- Role modelling is critical, we need visible examples of flexible working at different levels in the organisation, including senior leaders

- Make sure you have your facts and figures, without data and metrics in place you do not know what issue you are trying to fix. A lot of companies are talking about introducing AI (artificial intelligence) in the workplace, but without IA (information architecture) in place, you will always be at a disadvantage and you won't be sure whether your D&I policies are addressing the real problems
- Review your maternity, paternity, shared parental leave benefits and flexible working policies. Offering the minimum provided by law (or just above that) is not fit for purpose and is simply not good enough! It is tough to be pioneers and innovators, but those who do that are going to have a competitive advantage

Getting this right represents a huge opportunity for companies to impact on their talent pipelines, attraction and retention.



Jennifer Liston-Smith, Head of Thought Leadership, Coaching & Consultancy, Bright Horizons UK commented:

"We need to flip our perception away from flexibility being a personal favour towards it being simply the best way to get things done in the 21st century. And talking of catching up with the century we're in, there is a huge missed opportunity for those who do not make it easy for employees to understand Shared Parental Leave. Yes, it is complicated, but those employers who invest the time to equip and support specialists within HR to





promote it actively, will reap the rewards: more engaged men (or same sex partners), newsworthy role models, and parenting being less of a gendered 'issue', in turn helping close the gender pay gap."

CLOSING THE GENDER PAY GAP

With just 0.4% annual fall in the average **gender pay gap** across HTL overall, the research we conducted in the summer with PwC highlighted it could take the best part of another 20 years before we reach parity. The second year of gender pay disclosures in HTL shows a marginal improvement overall (the mean gap is 7.6% compared to 8% last time round). This is below the 13.1% in the economy as a whole, though Travel is much higher (21.3%). The pay gaps highlight the extent to which gender inequality remains ingrained within the HTL industry. Some of the causes may be common to businesses in all sectors such as unconscious bias in recruitment and selection. Yet some are specific, or at least more pronounced within HTL. This includes the preponderance of women in low-paid and entry-level positions, while men still make up the bulk of the board.

Many organisations recognise that closing the gap isn't just about promotion and pay, but also about creating an environment where women feel able to be themselves, speak out on issues that affect them and access the support they need to fulfil their potential. A spokesperson for a restaurant company shared examples of how they are looking to develop an inclusive culture: "Our Global CEO has set our ambition to achieve greater gender balance across the organisation, activated through a Global Women's Leadership Advisory Board to act as an internal strategic partner and advisor for benefits, talent and development of women." Another company reported that they have set up a Gender Pay Forum focused on building tangible and relevant action plans and answering any questions employees may have on the subject.

Most businesses are taking a two-pronged approach: balancing succession and talent planning, role reviews and flexible working with the active encouragement of female employees to take on traditionally male dominated roles through training and support. These strategies have been instrumental in some organisations.

| GENDER PAY GAP (LAST YEAR'S RESULTS IN BRACKETS) | | | | |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| | Mean Pay Gap | Median Pay Gap | Mean Bonus Gap | Median Bonus Gap |
|  Hospitality, Travel & Leisure | 7.6% (8.0%) | 2.1% (2.1%) | 29.4% (29.9%) | 15.0% (15.7%) |
|  Hospitality | 11.4% (12.4%) | 1.0% (1.0%) | 25.4% (23.2%) | 14.3% (12.9%) |
|  Travel | 21.3% (22.0%) | 20.9% (23.5%) | 35.7% (34.8%) | 13.2% (11.7%) |
|  Leisure | 10.0% (10.0%) | 7.6% (3.2%) | 36.7% (43.0%) | 17.8% (24.9%) |

Source: "Let's make it years not decades. Closing the gender pay gap in hospitality, travel and leisure." PwC, WiHTL and UKHospitality 2019

Jon Terry, UK Diversity & Inclusion Consulting Leader, PwC commented:

"Many businesses understand the importance of closing their gender pay gaps, but understanding the issue is only part of the solution. Greater priority is needed to turn firms' intention into focused action – using the results of their gender pay gap analysis to contribute to impactful, measurable change."

Brenda Morris, Managing Director SD Worx UK and Ireland, highlighted that:

"The disparity in earnings between men and women has been an open secret for many years. However, with the introduction of Gender Pay Gap reporting in 2017, the extent of the issue has now been firmly brought to prominence. Businesses use analytics tooling to not only report, but also identify trends and areas for improvement to help focus action plans and bring parity."

THE IMPORTANCE OF ROLE MODELS

One of the comments we hear time and time again is that, despite the importance of role models, there is a lack of senior female leaders in the sector. In the autumn, together with The MBS Group, we launched the inaugural **Women to Watch in HTL Index**, which for the first time showcased the range of female professionals across the sector occupying an incredible variety of different roles.



The Index highlighted the depth and breadth of female talent we have within our industry, and aimed to inspire more women to pursue a career within the sector and to reach the most senior levels within their organisations. The Index unearthed a monumental wealth of experiences, personal and professional stories, successes, tips and lessons learnt. The women featured in the Index are inspiring role models with diverse backgrounds, nationalities, educations, race/ethnicities, experiences and ages. Some joined the industry as soon as they finished their education, others joined after having worked in different sectors. They all share a desire to support other women in their aspiration to grow, learn, contribute and have fulfilling careers within the sector.



Sam Seigler, Director Hospitality, Travel and Leisure at The MBS Group, who worked tirelessly with the rest of the team to produce the Index, stressed:

"We set out not to find the 'top' women in the sector, but to demonstrate that there are inspirational female leaders in all areas of HTL."

MENTORING IN HTL

It has been inspiring to see women reaching out to those featured in the Index, asking them for advice and guidance. A number of those featured have been inspired to register on our **Mentoring Women in HTL programme**, joining many other men and women who give up their time on a voluntary basis to support women coming up through the ranks.

The aim of the Mentoring programme is to achieve a step change in the number of women reaching senior leadership roles across the Hospitality, Travel and Leisure industry. Through sharing cross-industry experiences and skills, we hope to inspire women with high potential to further develop their careers, broaden their knowledge across the industry and achieve their full potential with the help and guidance of experienced mentors across HTL.

Over 100 men and women have joined the Mentoring programme, and received training from leading mentoring and coaching expert Dr Judie Gannon from Oxford Brookes Business School. This programme has been driven by the



Mentoring workstream led by Human Resources leaders at Virgin Atlantic, IAG, easyJet and Bourne Leisure, and has been a fantastic example of cross-industry collaboration.

Lynne Weedall, Non-Executive Director at William Hill, joined the Mentoring Women in HTL programme as a mentor at its launch and has since commented:

"The HTL industry is a huge employer of women but until WiHTL came along it was very poorly served by bodies that could represent the needs of this group. Mentoring is an excellent way of providing role models and giving very talented women the confidence to fulfil their potential. The "kick off" session at the start of the programme enabled mentees and mentors alike to get to know each other, hear others' stories and understand what good mentoring looks like. The matching process was also very effective and as a mentor I have found I have learnt as much about myself as I have about my mentee. There is nothing better than seeing talented women fulfil their potential, it's incredibly rewarding."

"For the mentee, it's a chance to step out of their busy day jobs, lift their heads up and really think about where they want to go and what it would take to get there. It builds confidence and provides energy and clarity."

Maria Rogers, Senior Financial Analyst at Merlin Entertainments is enthusiastic about the programme and commented:

"I'd already had previous experience mentoring within my current company and was interested in the cross-company aspect. I have to say that joining the Mentoring Women in HTL programme has surpassed all expectations. I was paired extremely well with my mentor, who has shared valuable insights that have enabled me to make better decisions and focus on where I want to be in my career. It has given me the opportunity to step away from the day-to-day in order to think about the bigger picture. I receive valuable insight from someone with vast experience from a relevant industry and inspiration, advice and guidance on how to achieve my goals."

Applications to join the Mentoring Women in HTL programme are open all year round and we aim to run two cohorts per year.

Examples of collaboration in action have been numerous over the last year. At the request of

one member of the collaboration community, we gathered data of and feedback on running **gender-related surveys**. The most experienced organisations shared their learnings and provided copies of the questions they had asked and the feedback they had received. This helped us put together a template for those organisations considering running this type of survey, to help them avoid any pitfalls encountered by others.

EDUCATION AND EMPLOYEE-LED NETWORKS

We also shared examples of organisations like IHG and Hilton having an established network of **Employee-Led Networks**. Building inclusion through education and Employee Resource Groups (ERGs) is a key part of IHG's D&I agenda. ERGs at IHG have a clear structure involving Global Sponsors, Executive Sponsors, a Planning Committee and Members. They have clearly outlined business aims and are supported by an infrastructure including templates, shared services, budget and a toolkit of resources.

Business aims for Employee Networks

STRATEGIC EMPLOYEE NETWORKS VALUE

INNOVATIVE IDEAS



Provide innovative ideas and solutions for products and tough problems the company faces

BRAND MGMT / MARKETING



Position the brand in the right way to build brand equity and market content to key diverse consumer segments

RECRUITING



Find means to recruit the best talent from various backgrounds to lead the company into the future

OUTREACH



Foster relationships within the community and serving the diverse people within it

COMMUNITY



Enable employees to develop tight bonds with co-workers to build camaraderie, community, and belonging

DEVELOPMENT



Enable all employees to learn and grow through opportunities and new connections with others

Source: "Employee Resource Groups at IHG." Laura Hong Global Diversity and Inclusion Manager at IHG

Hilton Worldwide's commitment to creating an inclusive workplace and a culture driven by their team members' unique viewpoints and diverse backgrounds and experiences has led the organisation to create Team Members Resource Groups (TMRGs). These groups are sponsored by Executive Committee members and Leadership Group Advocates.

Hilton TMRGs cover eight key areas including Abilities, African American, Asian & Pacific Islander, Hispanic Latino, LGBTQ+, Military, Millennial and Women.

Areas of TMRG impact



1. BUSINESS INSIGHTS

Sharing unique perspectives on internal business practices and external market factors with senior leaders across the organisation



2. TEAM MEMBER DEVELOPMENT

Discussing topics such as personal branding, career management and emerging industry trends with members of the Hilton Leadership Group and external industry professional



3. COMMUNITY OUTREACH

Engaging with local diverse communities via direct service projects and supporting corporate partnerships

Source: "Hilton Women's Team Members Resource Groups."
Steve Ryan Vice President Human Resources at Hilton Worldwide



WOMEN RETURNERS

Another inspirational and game-changing example of collaboration in action is the **Comeback to HTL Women Returners programme**. This is an initiative aiming to rally the whole industry around the key objectives of making the sector attractive to returners by fostering a culture of inclusivity, supporting more flexible working practices and resulting in greater diversity in leadership positions. In 2019, we ran two workshops with over 50 women returners and over 15 companies in attendance from across the sector. Over 10% of those women returners have secured a permanent role within the industry as a result of the workshops, and another 20% have enthusiastically entered in a mentoring relationship with participating employers.

One returner who attended the first Comeback to HTL workshop commented:

"I just wanted to thank you again for the opportunity to attend yesterday's workshop. It was incredible! The content and pace were spot-on, and I got a huge amount from it. Being able to talk to and hear from the employers supporting Returner initiatives was absolutely invaluable. I was lucky enough to have really positive conversations with two large local employers that I am hoping will lead to something. The workshop truly feels like a pivotal moment in my life, and I really cannot thank you enough once again for this invaluable personal development opportunity."

One employer stated:

"What an amazing, motivating, powerful event for both delegates and employers; really great to showcase Hospitality, Travel and Leisure, the inspirational people in it and the potential talent looking to be part of our sector."



Elena Naziri attended the Comeback to HTL Returners Programme in October 2019 after a two-year career break and joined ODEON Cinemas Group as Business Development

Manager in early November. We asked her to share her experience of joining the Returners programme with us.

What was your experience like at the Comeback to HTL event?

It was a well organised and fruitful event. Among the participants were representatives from some of the largest and most successful companies in the Hospitality, Travel and Leisure industry. The speeches from returners, women and mums were inspiring and helped me build my confidence again as a professional. Additionally,

thanks to events like this more and more companies appreciate the importance of having flexible working conditions and hours. When an employee can experience a balance between work and personal life, he/she is happier and more productive.

What were your first impressions of ODEON at the event?

ODEON's presence was fresh and fun, showing passion and cooperation, which are some of the values of the company. The ODEON representatives were enthusiastic, friendly and at the same time very professional. The ODEON booth was nicely decorated representing the colours of its logo and brand. A guessing game where we were trying to find the titles of the movies was extremely creative and fun!

What support did you receive post-event?

Through this event, I met a number of professionals that I have kept in contact with and it has opened the door to more professional opportunities. I also had the fortune to meet the WiHTL's founder, who has been a mentor, advisor, and an example to follow – I now consider her a friend. Her support during and after the event was immense and helped me make the right choice to join ODEON.

Why did you choose ODEON as your employer?

Everyone at ODEON is fun-loving, high-energy and passionate about film so it was a pleasure to be part of ODEON's family. What I have experienced since joining is that ODEON also invests in the development of its people which proved that I made the right choice.

As a woman returner, what has the support been like since you joined?

My line manager is a wonderful, supportive person with patience, excellent leading qualities, and a shared understanding when it comes to motherhood.

What advice would you give to other women wishing to return back to the hospitality, travel and leisure sector?

Don't be ashamed that you had a break from your professional career. Regroup, decide what you are looking for and when you are ready to return, maximise the chance to find the right opportunity by participating in events like the WiHTL workshops or masterclasses. That way you will meet key members in the HTL sector who will help you build your network and gain your confidence back. Finally, despite Hospitality being a challenging sector and very demanding, don't be afraid to return to it because it is also creative and fun.

What else would you like to see in the future to help women returning to the workplace?

Seminars that introduce returners to new software applications and procedures that became popular during our absence in the market. The brain is like a muscle - some intensive training is required to get back to the level it was.

Suzie Welch, Chief People Officer at ODEON Cinemas commented:

"We are very proud to be part of the WiHTL Comeback to HTL Returners programme and see it as a huge opportunity to enable talented people to come back to the industry and utilise their experiences. It was fantastic that we met Elena and we are very lucky to have her join our team."

Another great example of best practice we are looking to extend across the sector comes from Compass Group, where the human resources team has successfully used the **apprenticeship levy** to support women returning from maternity leave with a tailored development programme. The programme runs over 13 months and offers one-to-one fortnightly sessions via a personal coach and tutor, online learning and six masterclasses with quarterly progress reviews. It culminates in the returners achieving a CMI level 5 Certificate in Management and Leadership.

We are looking to combine our successful Comeback to HTL Returners Programme

with a similar model to the one used by Compass Group, and to take advantage of the opportunities offered by the apprenticeship levy to support parents back into the workplace over a longer period of time and with the investment necessary to provide learning and developmental progression.

MENOPAUSE IN THE WORKPLACE

Another area we are aiming to increase awareness of and provide support on is the 'unspoken' topic of **menopause in the workplace**. Many employers across Hospitality, Travel and Leisure have declared this is not something they have ever considered would affect their workplaces.

At one of our recent Steering Group meetings, we learnt that women in the 50-plus category are one of the fastest growing groups of individuals in the UK workforce. Many of them will be affected by the menopause during their working life, and 25% of women will experience severe and life-altering symptoms.

If companies don't understand the signs and symptoms of the menopause, its effects may be misinterpreted as attendance or performance issues. This could lead to women avoiding promotion, entering disciplinary processes, or even leaving their jobs.

By managing menopause effectively, employers can increase attendance and performance, and provide an open and educated culture in which women feel safe to discuss menopause. This will, in turn, lead to increased attraction, retention and employee engagement.



In partnership with Lauren Chiren from Women of a Certain Stage, we carried out a survey of employees working in the HTL industry to find out how women are affected at work, what support, if any, they have received and how they believe the culture surrounding menopause could be different. The results of the survey show that:

1. 65% believe their organisation is NOT menopause-savvy and supportive
2. 53% felt they could not talk to their line manager about their symptoms
3. 67% felt that their symptoms may impact or have impacted their performance level
4. 29% of women have considered leaving their job as a result of their symptoms
5. 19% have avoided a promotion or opportunity because of their symptoms

A lot more needs to be done by HTL companies to support women and create an environment that is conducive to recognising symptoms, generating awareness and opening up dialogue.

What can employers do?

1. Analyse how many of your workforce are aged between 35-65 or are younger and still living at home with a parent of this age
2. Introduce menopause awareness training for employees (male and female) and line managers through workshops and internal communication
3. Consider offering flexible working patterns
4. Where possible, make changes to the office environment to encourage natural light, ventilation, quiet, cool spaces and shower and changing facilities

A couple of quotes from women who participated in the survey highlight the importance of addressing this area:

"I lost confidence in my abilities, I was unable to concentrate and retain information, which impacted confidence and made me feel that I would not be able to continue in my role. My colleagues were a few years away from the menopause, so I was unable to speak to anyone".

"I've been desperate for help and support - I have a senior role and my brain isn't what it used to be! I find myself barely able to remember the most basic words (ginger, was one very ordinary word that left me mute!) when I have always been very articulate. I mentioned to my boss that I was worried about presenting to our CEO because of it, and he said not to worry, that he'd do it instead. Not exactly the support I'd hoped for!"

Lauren Chiren commented:

"If there is a time to implement new strategies and policies to help employers to recognise symptoms, support women and create menopause friendly environments, it is now. Too many women are suffering in silence. This is not a women only issue. It affects everybody."

Claire Evans, Head of Diversity and Inclusion at easyJet added:

"We have recently established a cross-functional network group to support Diversity and Inclusion within easyJet. As part of understanding our team's experience, we completed a learning survey to assess the team's confidence across 13 important D&I subjects. Across this audience it was unanimous that menopause was the largest learning opportunity with all our colleagues. We are now exploring how to provide learning, support tools, factsheets and ongoing process reviews."



We also ran two masterclasses on Being Conscious of your Unconscious Bias.

Kirsty Rogers, Employment Partner, DWF Group Plc explained:

"Our unconscious bias influences the way we make decisions individually and collectively and this has substantial implications when it comes to decision making in leadership. Without an understanding of bias, organisations risk failing in their quest for complete inclusion and being the best employer they can be, and in turn the most successful business they can be."

One of the hospitality companies that attended the masterclass decided their Executive Board would attend the same training while another company is exploring with WiHTL the creation of an online training module on unconscious bias specific to our industry to be rolled out to their managers in corporate and operational roles.

RACE AND ETHNICITY

In 2019, WiHTL's Advisory Board and HR Leaders Steering Group decided to extend our remit beyond gender diversity and include tangible actions on **Race and Ethnicity**. In the second half of 2019 we hosted two masterclasses with over 100 attendees from within our community and beyond. Many companies have come together that share a desire to understand the challenges faced by people from ethnic minorities across hospitality, travel and leisure and to co-create solutions that give Black, Asian, Minority Ethnic (BAME) employees a voice and a clear path to get to managerial and leadership level.

Most companies across HTL are at the beginning of their journey in this area. Some have taken steps like introducing blind CVs, others have run surveys among their BAME employees, and a very small number of companies have signed the Race at Work Charter. Many leaders are looking for guidance on how to start the conversation about race, how to create genuinely inclusive cultures, how to attract, recruit and retain talent from ethnic minorities and how to create innovative and practical solutions.

We seek to help companies on this journey.

The feedback from those participating in the work we have done thus far in this area has been positive and humbling and is best expressed in the attendees' own words:

- *"Thank you so much for including me, I feel less alone than I did before I walked in."*
- *"The first time in a 20-year career in HTL where BAME has been discussed."*
- *"Thank you WiHTL for empowering organisations to have these conversations and giving us the opportunity to share our stories."*
- *"It was one of the best training events I have attended in a two-decade career. The content was well curated and presenters were excellent. The topic was sensitively handled, but also pushed hard enough to say we have to do something. It was a privilege to be in the room."*

Sandra Kerr CBE OBE, National Campaign Director for Business in the Community's Race Equality campaign, attended our December masterclass where she highlighted why we need to talk about race:

- The top quartile of ethnically diverse companies is 35% more likely to financially outperform the bottom quartile
- There's a potential boost of £24bn to the UK economy if employers get race equality in the workplace right
- By 2051, one in four of the UK population will come from a BAME background
- White names on CVs got 50% more call backs than ethnic-sounding names
- £18.63 vs £14.33 is the difference in starting pay for a white and black graduate

She also focused on the importance of facilitating an honest, constructive and respectful discussion about the hidden tensions within workplace cultures and being empowered to start honest, constructive and respectful discussions in teams. Sandra outlined five calls to action:

Race at Work Charter – five calls to action

- Appoint an Executive Sponsor for race
- Capture ethnicity data and publicise progress
- Commit at Board level to zero tolerance of harassment and bullying
- Supporting equality in the workplace is the responsibility of all leaders and managers
- Take action that supports ethnic minority career progression

Asif Bhatti, Director of Internal Audit at Whitbread PLC shared Whitbread's recent research set out to understand the lived experience of employees who identify as ethnic minorities and provide them with a voice to shape improvements to Whitbread's inclusive culture. A total of 80 employees took part in their research through a combination of one-to-one interviews and focus group sessions. The group included a broad mix of tenure, diversity characteristics and job roles, with an equal gender mix and BAME representation of over 50%.

There was a very high level of engagement, and all attendees were keen that their views were heard. Many appreciated the high level of ethnic and religious diversity, particularly in the operational parts of the business, with some suggesting Whitbread was more diverse than other organisations they had worked in. Almost all stated that they would be comfortable sharing their diversity data if it was clear what the data was going to be used for. A marked number felt the term BAME was unhelpful, reinforcing the need for increased engagement and dialogue to understand more about suitable terms.

It was clear in the research that there are a number of factors slowing down diversity. Most notably, there is a lack of visible Black and Asian colleagues in senior roles, which has a direct impact on their desire to progress.

There was also a perception that leaders felt uncomfortable having conversations related to race or ethnicity. Additionally, there was evidence to support the notion that, for a few cultural or religious groups, Hospitality isn't viewed as the most desirable career choice. However, many spoke of the opportunity to dispel this myth and demonstrate that it is a sector where your career can flourish regardless of background.

He went to say that the review highlighted three broad areas of focus for Whitbread: training, tactical intervention and process alignment:

- Training to lift knowledge and understanding of cultural diversity across the group and provide the skills needed to manage diverse teams
- Tactical intervention to help employees develop leadership skills and navigate their career through counselling, sponsorship and mentoring
- Process alignment through reviewing the end-to-end employee lifecycle to ensure we are not unwittingly focusing on candidate pools where BAME candidates are underrepresented, and to identify BAME attrition points in the recruitment and onboarding experience

As a result of his attendance at the December BAME masterclass, **Matt Hudson**, Director of Talent and People Operations at wagamama was so enthused, that within a day, wagamama had decided to sign the Race at Work Charter. Matt commented:

"Having attended the inaugural WiH2020 BAME masterclass and, most recently, the second workshop where I heard more about the Race at Work Charter, I felt inspired to be part of this. We at wagamama are extremely proud of our culture where our teams feel part of a family with a strong sense of belonging. The Charter provides a commitment that I believe resonates so firmly with what we are all about here and provides the principles that should be the norm for any business."

The work we have strived to do at WiHTL has been to support and inspire companies across Hospitality, Travel and Leisure to build consciously inclusive businesses and share best practice examples of organisations that are doing just that. **Nikki Humphrey**, SVP of People at Virgin Atlantic and Virgin Holidays, and WiHTL Advisory Board member stressed:

"The Virgin brand has always been about challenging the status quo. We believe we have a moral duty to speak up, and act as a force for good. We will improve the communities of the people we serve and we never want to lose momentum. A culture of conscious inclusion is proven to strengthen communities and companies. Different perspectives and different insights lead to better decisions, better outcomes and a better world. Inclusion allows us to discover new ways of doing things, to innovate and to adapt to change. Inclusive organisations are proven to thrive. But, we know we haven't got it right yet. There is a lot of work to do."

Over the last 12 months, we have worked tirelessly to inspire leaders across Hospitality, Travel and Leisure to join in, support the work we do, share what they are proud of as well as what has not worked for them, identify areas we can collaborate on, and improve the support companies provide to their employees, whatever their circumstances might be.

Thanks to the support of the companies in the collaboration community and our partners, we have run a number of masterclasses touching a wide array of topics from ethnicity pay gap to enabling women's career progression, from 'Being Conscious of Your Unconscious Bias' to 'Life on the Leadership Team', from 'Securing Your First Executive Committee Role' and 'CV Refresher' to addressing the gender pension and investment gap, from getting your first role on a board to 'Navigating the Data Minefield'. Over 500 women and men attended our masterclasses and workshops in 2019.

Looking to the future, we plan to double our reach with the introduction of webinars and podcasts and involve even more people who are passionate about joining and thriving in a diverse and inclusive HTL sector and wish to progress within it in the UK and abroad.

In 2020, we will launch a digital platform, which will allow companies in HTL that are part of our collaboration community to benchmark their data on a variety of gender and BAME-related metrics against their peers, as well as the wider industry.

David Whitfield, CEO HRDataHub, said:

"External benchmarking is essential to understand how a company is performing in context against their peer group. It allows companies to leverage their strengths and, more importantly, to identify opportunities for improvement. Acting on 'gut' feel or anecdotal feedback is no longer enough to understand if the hard work and investment is truly making a difference. This is not just about setting diversity targets. It is about understanding what measures work for the company and making sure they are tracked to enable the most effective results.

In addition to extending the breadth of our collaboration opportunities, WiHTL will reach out to more companies in the sector, create more networking opportunities, engage with more outstanding speakers and subject matter experts, and identify and share more innovative solutions for the industry, by the industry. We will continue our advocacy work and focus on tangible actions that make a difference in a joined-up way, welcoming more companies and individuals to our community.

To join the WiHTL community, please email info@wihtl.com or visit www.wihtl.com



The Employee Voice

On the right track or falling short? What your employees think about progress on diversity and inclusion

Diversity and inclusion has been moving up the boardroom agenda within Hospitality, Travel and Leisure (HTL) for a number of years now. So, are employees feeling the benefits?

Can everyone bring their true selves to work and have a fair chance to succeed, or is advancement still confined to a favoured few?

Are employees aware of the steps being taken to support diversity and inclusion within their organisations?

Are HTL organisations using diversity and inclusion to their commercial advantage?

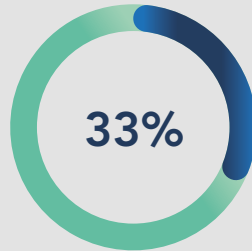
To find out, PwC surveyed more than 1,500 people working at all levels of the HTL industry below senior leadership. In a picture that combines important strides in some areas and frustration with the slow pace of change in others, we explore what diversity and inclusion look like from the employee's eye view.

Employee voice 2019

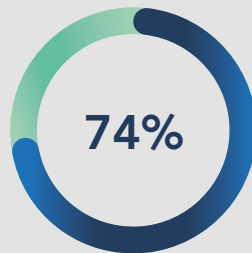
On behalf of PwC, Opinium surveyed 991 employees working in hospitality, 206 in travel, 258 working in leisure and 47 in other areas of HTL. To help provide further insights into employees' perspectives, participants could if they wished specify their age and whether they belong to any particular ethnic group.

The questions were grouped into three main categories:

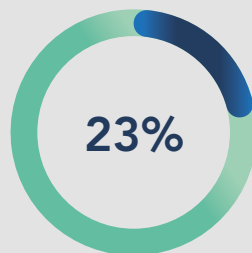
1. Employees' own priorities
2. Employees' perception of their organisation's and its leadership's priorities
3. Employees' perception of progress within their organisations



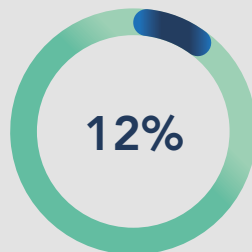
- 33% of HTL employees believe that diversity and inclusion in their organisations have got better in the past 12 months, though 65% see no signs of improvement



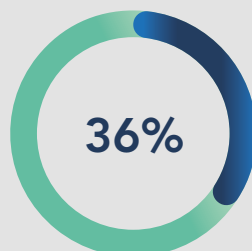
- 74% of employees believe that their colleagues demonstrate a commitment to treating everyone fairly and with respect



- Only 23% of employees report that their organisations have programmes in place to recruit diverse candidates and only 9% to develop a pipeline of diverse leaders



- Only 12% of employees report that their organisations offer training in how to overcome unconscious bias



- Only 36% of employees who receive communication from their leaders about diversity report that their leaders make regular communications that focus on diversity and inclusion

Promising signs

MOST EMPLOYEES RECOGNISE THEIR ORGANISATION'S COMMITMENT TO DIVERSITY AND INCLUSION

A third of the employees in our survey (35%) report that a commitment to diversity and inclusion is one of their organisation's stated values. A further 22% feel that this is a high-priority area, even if it's not a stated value. Among the three sectors, employees in travel (45%) are the most likely to see this as one of their company's values.

This visible commitment is the crucial first step to making a difference on diversity and inclusion, providing shape and impetus for strategies, policies and organisational mobilisation.

However, faith in their employer's commitment is far from universal. Nearly a quarter of employees either think that diversity and inclusion aren't high priorities in their organisations (13%) or they're not given much attention at all (10%). A further 20% don't know. HTL organisations and their leadership would invariably say that diversity and inclusion are important. It's therefore worrying that so many employees either believe that these are mere words or see little to show for their employer's efforts.

MOST EMPLOYEES ARE COMFORTABLE AROUND COLLEAGUES

Nearly three-quarters of HTL employees believe that their colleagues demonstrate a commitment to treating everyone fairly and with respect.

And this positive sentiment is consistently strong across each of the HTL sector and among men and women, people from all age groups and people from different ethnic backgrounds. This still, of course, leaves around 25% who may not be at ease, though most of these aren't certain either way, with very few (6%) disagreeing that their colleagues treat everyone fairly and with respect.

The strong commitment to fairness and mutual respect reflects an industry that has always attracted people from all walks of life and where diversity is prized. Four out of five HTL employees believe that a diverse workforce is important in their decision to join and stay with a company. Among employees from a black, Asian and minority ethnic (BAME) background, this rises to 90%.

EMPLOYEES FROM A BAME BACKGROUND ARE THE MOST POSITIVE ABOUT PROGRESS

A third of HTL employees (33%) believe that diversity and inclusion in their organisation has got better in the past 12 months. BAME employees are even more positive (39%). They are also more likely to see improvements in the commitment of the leadership and the effectiveness of policies in areas such as diverse recruitment. BAME employees' recognition of progress within their organisations is clearly welcome, particularly as this is a section of the workforce that is significantly underrepresented in senior leadership.

More work needed

FRUSTRATION WITH SLOW PACE OF CHANGE

High level commitment is clearly crucial. The big question for employees is how far and how fast these good intentions are being translated into real benefits on the ground.

The responses are mixed. In a sign of frustration, nearly two-thirds of the employees in our survey (65%) haven't seen any improvement in diversity and inclusion in their organisation over the past 12 months. This echoes recent analysis carried out by PwC on the gender pay gap in the HTL industry, which found that at the current rate of progress, it could take the best part of another 20 years before we reach parity¹.

Clearly, age-old barriers and imbalances in management can't be eliminated overnight. But if progress is too slow or stalls altogether, you could lose a wealth of great talent.

LIMITED AWARENESS ON THE GROUND

Our survey reveals that a lot of the policies needed to move the dial on diversity and inclusion either aren't in place or employees are unaware they exist.

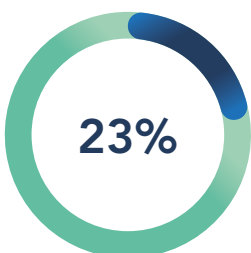
Less than a quarter of the employees in our survey (23%) report that their organisations have established programmes to demonstrate fairness in performance and compensation decisions. With gender pay gap reporting putting reward under the spotlight, this lack of focus could exacerbate concerns that fairness isn't a real priority.

Less than a quarter report that their organisations have programmes in place to recruit diverse candidates (23%). Even fewer (9%) are aware of programmes to develop a pipeline of diverse leaders and only 16% to provide targeted development opportunities for diverse employees. The aim of these programmes isn't favourable treatment. Rather, it's to provide guidance, inspiration and visible role models, while clearing away the lingering biases and discrimination that can hold back some sections of your workforce.

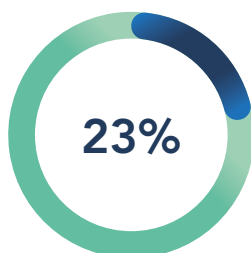
¹ Let's make it years not decades: Closing the gender pay gap in hospitality, travel and leisure, PwC in collaboration with WiH2020 and UK Hospitality, 2019 (<https://www.pwc.co.uk/human-resource-services/assets/pdfs/gender-pay-in-hospitality-travel-leisure-report.pdf>)

Support where it counts

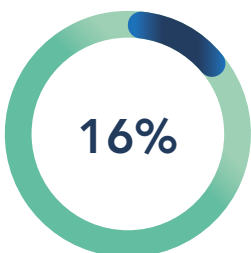
Does your organisation have any programmes in place to achieve the following?



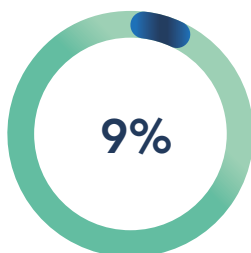
Recruit diverse candidates



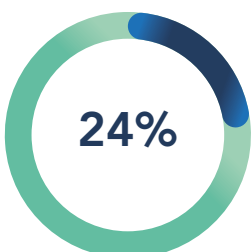
Demonstrate fairness in performance and compensation decisions



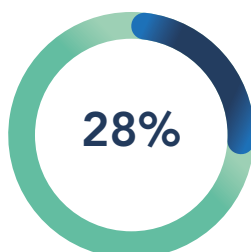
Provide targeted development opportunities for diverse employees



Develop a pipeline of diverse leaders



None of the above



I don't know

LACK OF TRAINING

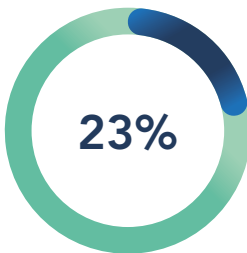
Our survey reveals a similar lack of action or awareness on key aspects of training. Only 12% of employees report that their organisations offer training in how to overcome the unconscious bias that prevents so many people in the industry from fulfilling their potential.

Less than a quarter report that their organisations offer training in embracing differences in the workplace (23%) or developing an inclusive style of leadership (16%). Just as with unconscious bias, many people don't realise how ingrained assumptions and habits, many of which they might not be aware of, can adversely affect colleagues. Training can therefore be an eye-opener, raising awareness and changing attitudes. These findings demonstrate the progress still needed in this important area.

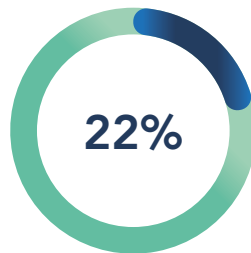
Source: Hospitality, travel and leisure employee voice survey 2019

Training that makes a difference

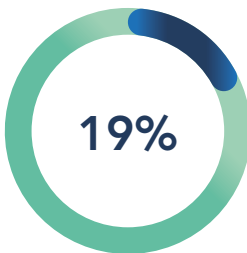
Does your organisation offer training programmes that focus on any of the following?



Embracing differences in the workplace



Non-discrimination and regulatory compliance



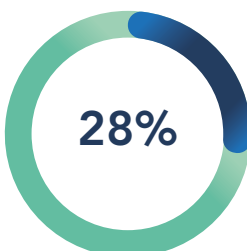
How inclusive behaviours can be embedded into my everyday job activities and responsibilities (such as product design, customer service, etc.)



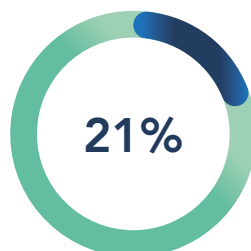
Developing an inclusive style of leadership



Overcoming unconscious bias



None of the above



I don't know

LACK OF DATA

The limited collection of data in areas such as ethnicity (32% collect data), disability (34%), sexual orientation (16%) and educational background (33%) raises further question marks over how far high level intentions are being translated into action on the ground.

We hope that these findings will spur more organisations to collect and analyse their data. Data and analysis can help to identify issues in need of attention, track performance and drive improvement. Are some sections of the workforce more likely to miss out on promotions and in which parts of the organisation is this most prevalent, for example? In turn, willingness to give out personal information tends to reflect an open and supportive working environment, in which employees feel able to bring their true selves to work.

LEADERS SAY TOO LITTLE

As the public face of change, senior leaders can add huge impetus and credibility to diversity and inclusion strategies by communicating on progress, explaining why it might not be happening in some areas and charting the road ahead. Yet 19% of employees feel that their business leaders never communicate about diversity and 22% only rarely. Only 36% of those that receive communication from their leadership report that their leaders make regular communications that focus on diversity and inclusion.

Source:
Hospitality, travel and leisure employee voice survey 2019

MISSED COMMERCIAL OPPORTUNITY

Most organisations still tend to see diversity and inclusion as primarily talent priorities – building fairer representation within senior positions, tackling pay gaps, and creating a more flexible and inclusive environment. This is, of course, hugely important. And from a commercial perspective, talent diversity can help to ensure that your leadership better reflects your customers and staff, while bringing a broader set of ideas and experiences into decision making.

As things stand, however, diversity and inclusion still aren't viewed as commercial issues in the same way as sales or customer satisfaction. Just over one in ten employees (11%) report that the primary objective of their organisations' diversity and inclusion programme is to achieve business results. Only 19% are aware of training in how inclusive behaviours can be embedded into their work in areas such as product design or customer service. And this lack of focus is consistent across the hospitality, travel and leisure sectors, despite these being consumer-facing businesses.

In our view, this is a missed opportunity. Looking at diversity and inclusion through a commercial as well as a talent lens can help your business to get closer to customers, tap into underserved markets and keep one step ahead of fast-shifting consumer demand. Moreover, if diversity and inclusion are seen as a competitive differentiator within your organisation, they're more likely to be embedded into business strategy and the pace of progress be stepped up.

Final thoughts

Our survey reveals an encouraging level of commitment to diversity and inclusion within the industry. Other promising signs include the strong sense of mutual support and respect.

However, in a number of critical areas ranging from training and communication to creating a more diverse leadership pipeline, most HTL organisations are falling short in employees' eyes. The findings should therefore provide an important wake-up call for the industry.

Before we close, we should also acknowledge the rapid gains being made by the front-runners. Employees in a third of organisations have seen discernible improvements over the past year. These businesses are set to be magnets for talent and will have an important edge in today's fast-evolving HTL marketplace.



Diversity and Inclusion in Practice

How two leading businesses are putting diversity and inclusion into action

Two members of the WiHTL collaboration community, easyJet and Hilton Worldwide, describe what they're doing to drive diversity and inclusion in their businesses.

These case studies cover vital topics, including gender stereotypes around certain roles and provide practical examples of how to foster an inclusive environment in the workplace.



easyJet Case Study

easyJet's Amy Johnson Flying Initiative

In 2015, recognising a significant gender imbalance in its pilot community, easyJet launched its Amy Johnson Initiative, named after the pioneering British aviator, to encourage more women to become a pilot and redress the balance.

Since launching this, easyJet has encouraged more women to become pilots through a number of initiatives, including working with training partners to offer scholarships, offering loan underwriting for cadet pilot programmes and many awareness campaigns aimed at breaking long-held gender stereotypes, which have successfully driven a rise in women applying for cadet training programmes and joining the airline.

As we know, this requires change in the longer term, the airline has established a dedicated outreach programme and pilots have visited over 400 schools and colleges since 2017 to inspire more girls and young women to follow a career as an aviator.

In 2018, easyJet partnered with Girlguiding to sponsor the new Aviation Badge for Brownies to get girls interested in flight at an early age. To date, more than 18,000 girls aged seven to ten have completed their aviation badge.

Changing perceptions of the career has been key, and so the airline has also rolled out a number of high-profile campaigns to correct gendered stereotyping of pilots. In 2018 an easyJet pilot recruitment video set out to correct misconceptions forwarded by Hollywood movies that being a pilot is a man's job – and the result went viral. The airline reimaged a famous scene from Hollywood movie *Catch Me If You Can*, where Leonardo DiCaprio impersonates a pilot in an airport. The re-shot scene, featured a cast of children and put a girl front and centre in the pilot role - nine-year-old Hannah Revie, the daughter of real easyJet Captain Emily Revie.

In 2019, a second series of the documentary *easyJet: Inside the Cockpit* aired on ITV1, showing an equal gender split in on screen representation. A survey of viewers showed that 95% believed that the programme would inspire women to become pilots, and 95% believed the show highlighted positive role models. Following the programme's transmission, applications to easyJet's pilot training

programme increased by 80% and applications from women have doubled compared to last year.

Research by easyJet has found that positive childhood role models, such as TV and movie stars, family members, and meetings with real pilots, were vital for inspiring young people to consider the career. So, as well as using female role models, the airline continues to work with young people and partners to change perceptions of the career to improve the gender balance of the profession for years to come.

easyJet believes that encouraging an environment where people not only care about diversity and inclusion but also see its value, is critical to its success. easyJet is striving to create accessibility to the travel industry across Europe no matter what your background, preferences or experience and in 2020 we are taking broader actions business wide to embed further change. Watch this space.





Hilton Worldwide Case Study

**In conversation with Simon Vincent, EVP EMEA,
Patricia Page-Champion, Senior Vice President
& Global Commercial Director and Steve Ryan,
Vice President Human Resources**

Tell us about Hilton's global commitment to diversity and inclusion.

Simon: Diversity is at the core of our Vision, Mission and Values. As a global hospitality company serving guests in 117 countries and territories, our diverse workforce is fundamental to our success.

We are committed to creating an inclusive workplace and a culture driven by our Team Members' unique viewpoints and diverse backgrounds and experiences. We attract, develop, and retain the best and brightest talent in hospitality.

One of our focus areas is gender diversity and we are committed to supporting women throughout their career, including promoting more women into senior leadership positions across the business. We are proud to have been recognised for our efforts by Great Place to Work

in many countries across Europe and globally. Some examples include recently being awarded #3 Best Workplace in the UK by Great Place to Work, as well as #2 Best Workplace for Women in the UK and #1 Fortune 100 Best Companies to Work For in the USA, along with being awarded #1 Best Workplaces for Women 2019.

Earlier this year, we attended the MAKERS conference and made a company pledge to support this important agenda by focusing on creating a Great Place to Work for all of our Team Members, building an environment where all of our women can thrive and setting a bold agenda to achieve gender parity at our leadership levels. We also signed the WiHTL Diversity in HTL Charter, a ten-point plan that highlights our commitment to driving this agenda forwards.

As a global business, how does Hilton adapt and prioritise its global approach to diversity at a regional level and market by market?

Patricia: As a company we are led by the principle that diversity and inclusion are fundamental to our success and we recognise and embrace the importance of tailoring our approach to suit different markets. As an example of this, we have set up regional Team Member Resource Groups (TMRGs) which help advance the goals of the company, promote professional growth through development, networking and mentoring and provide diverse perspectives in our business.

In the UK, as part of our focus on the professional development of women, our Women's TMRG is tailored to the needs of our UK based female Team Members. Other resource groups, such as for BAME, Abilities, and LGBTQI+, are set up in locations globally based on local interest and where the opportunity to support colleagues exists. Each TMRG has a global executive committee sponsor and Hilton leadership group advocate but also has a local senior leader as chairperson to ensure that the regional needs are fulfilled.

What lessons has the EMEA leadership team learnt about diversity from colleagues and initiatives in other regions?

Patricia: We always assess the specific needs of each region, prior to deciding on how best to support and implement the global diversity strategy.

In order to ensure that we are continuously sharing best practice across the world, our TMRG leaders hold quarterly calls whereby they update their global counterparts, highlighting recent activities and events, passing on key learnings and providing inspiration to deliver opportunities focused on career development, community support and engagement. This cross-group collaboration ensures we move the diversity discussion forward in a globally aligned format.

In line with these discussions and taking inspiration from colleagues in different markets, in 2018 we launched our first Women@Hilton UK conference, aligned with the International Women's Day theme for that year, #PressforProgress. The aim of this was to create a full day of learning and inspiration to advance the careers of women at Hilton and to give them the opportunity to develop their skills, network with colleagues and future proof their careers. We achieved this through an agenda of industry-focused learning with Hilton colleagues as well as sessions run by industry role models and learning and development experts. Feedback from the event was incredibly positive and led to us exploring opportunities for similar events in future years.

Are there any examples of best practice or diversity initiatives that originated in the UK and have gone on to be adopted successfully elsewhere?

Steve: Our Women@Hilton conference in the UK was so successful in 2018 and generated such positive feedback from our Team Members that in 2019, we decided to expand the conference to include many of our EMEA colleagues. 3,000 Team Members joined from 150 locations, creating unparalleled momentum and engagement. This included



several signature events, the largest of which took place in London. We used technology to stream the presentations and activities to other smaller events as well as to our hotels and corporate offices. Each of the signature events had their own host to lead the event and offered networking opportunities and workshop sessions, supported by onsite Learning & Development facilitators.

Team Members in each location to which the event was streamed were able to participate in the key event in London by submitting questions and feedback via an app which was then posted live in the main location as well as being used for the panel discussion which had both internal and external speakers. The content was focused on the International Women's Day theme for 2019, which was #BalanceforBetter. To support the theme, we invited both male and female colleagues to join the event, helping engage all Team Members and highlight the fact that everyone has a role to play in driving forwards this important agenda.

In EMEA, we also created and set up the Board of Future Generations, a resource group made up of 12 millennial Hilton Team Members handpicked from our hotels and corporate offices across the region. Each member of the board acts as a reverse mentor to a senior leader within the business, helping them to tackle key business challenges by providing an alternative viewpoint, representative of younger customers and Team Members. This is a great example of our effort to ensure our senior leaders are

paving the way with diverse perspectives, ideas and mindsets.

Our Board of Future Generations has also played a lead role in the creation of The Hilton Effect Podcast series, which features interviews with Team Members and Leaders from across the region. These initiatives have been so successful that other regions are looking to implement something similar and are learning from the feedback we have received in EMEA.

Hilton has won awards for its approach to gender diversity around the world; what is the driving force behind this desire to make a difference and what is Hilton doing that is unique and different?

Simon: Although we were recognised as the #2 Best Workplace for Women in the UK last year, we know that there is still more we can and will do. Our long-term commitment to this issue comes right from the top of our organisation, and our President and CEO Chris Nassetta chairs the Hilton Executive Inclusion Council.

To truly make change, it takes all of us – and we know how important it is to ensure every Team Member has a voice. To continue our momentum, we have created an environment in which our Team Members feel empowered to be open and honest about their views, helping us to progress and make changes where we need to.

We also know how important it is to share best practice and learnings with other businesses facing the same challenges. Earlier this year, we announced that we've signed the WiHTL Diversity in HTL Charter, a ten-point plan that highlights our commitment to driving this agenda forwards. As part of this, Patricia Page-Champion, Senior Vice President & Global Commercial Director, joined the WiHTL advisory board. Together with other businesses across the hospitality and leisure industries, the board will look at how to tackle some of the key challenges still facing our industry. From this, we are hoping to be inspired by what others are doing to drive their own inclusivity agendas, while sharing our own best practices, for the benefit of others.

All our leaders, both male and female, have been challenged to find ways to act as a “diversity ambassador”, inspiring a culture of inclusivity and ensuring everyone feels empowered to reach their career goals. We support this goal through frameworks such as the EMEA corporate mentoring scheme where we match Team Members with an appropriate leader who can provide them with personal career support, based on their aspirations and needs.

To help support Team Member wellbeing, we launched our industry-leading workplace wellness proposition Thrive@Hilton in 2017. In recognition of the fact that “thriving” looks

different for everyone, the programme is designed to be led entirely by our people and their needs. It focused on helping them to flourish and grow in Body, Mind and Spirit, in turn ensuring they feel more resilient and positive about their work. Teams are encouraged to develop initiatives that help support their wellbeing, whether it’s a workplace flexibility programme, an opportunity to build their skills and experience, or something altogether different. The response to this programme has been incredible – teams have created a huge range of initiatives, which directly help tackle the challenges they face, and our engagement scores have improved as a result.





BAME Leaders in HTL

The experience of six inspirational leaders in the sector

Following the success of the inaugural Women to Watch in HTL Index, which launched in 2019 and showcased the breadth and strength of inspiring female leaders across the sector, in this chapter we feature the experience of five inspirational BAME leaders.

The interviews have been conducted by Geena Whiteman on WiHTL's behalf. Geena is a research assistant at Oxford Brookes, which has continued to be an active partner to the WiHTL platform throughout 2019.



Bim Akinmade

Bim Akinmade is a Lagos-born, London-based HR professional, formerly working as the Regional People Advisor for wagamama. She is a self-professed people person, as well as being a published author and former TEFL teacher in Colombia.

How would you describe your background and upbringing, and its role in building your career today?

I was born in Lagos, Nigeria, and I moved to the UK when I was six months old, having spent my childhood growing up in Surrey. I studied Psychology at Warwick University, was an active member of the university's African-Caribbean society, engaged in organising events and received the Warwick Global Advantage Award. After graduating, I worked in Nigeria for a year in the HR division of a large company as a HR Assistant. When I came back to the UK, I began working in human resources / employee relations for a few companies in the retail & hospitality industry and found that I really enjoyed the HR environment. Following the advice of a manager and mentor, I travelled and lived for a year in Colombia, teaching English to young children. This boosted my confidence and reminded me of my passion for HR, and led me to where I am today, as a Regional People Advisor for a large chain of restaurants.

What has the journey of your career been like, and have there been any key challenges or enablers you've faced?

I've always been a people person, and I love figuring out what makes people tick, so HR seemed the natural choice for me after graduation. There's a lot of pressure as a new graduate to join a graduate scheme, but I didn't think I would thrive in such an environment, so I decided to enter the HTL industry. I'm blessed that my family was so supportive, and my mum had previously worked in HR, so I have been

blessed with that pre-existing insight into the industry. I also found fantastic support from a mentor in a previous role, who was one of the only other BAME senior staff members I had met. She inspired me to constantly challenge myself each day and was the driving force behind my decision to go and teach in Colombia. She inspired my decision to stay in the HTL industry and push upwards.

What are some of your proudest accomplishments so far?

There are two main things that spring to mind. Firstly, the fact I went to travel and teach in Colombia alone – it was one of the best things I've ever done and completely changed who I am as a person, and my outlook on life. I gained so much confidence in myself, and it reaffirmed my decision to work in a people-orientated role such as HR. Secondly, I'm a published author! I wrote and self-published my own children's book aimed at children aged 5-9, which celebrates names all over the world, teaching them about the beauty in diversity, and the importance of knowing and taking pride in your heritage.

What advice would you give to a BAME young person starting a career in the HTL industry today?

I'd say just go for it. The industry needs more BAME people; we're overrepresented on the restaurant floor and seriously underrepresented at managerial levels and head office. There's this assumption that the HTL industry isn't a 'serious' industry, and many people assume you need to 'start from the bottom' to work your way to

those roles, but that's not the case! Step outside of your comfort zone and just give it a try, it's a rewarding industry to be involved in but like any, it has its challenges, and the more BAME employees working towards the top the better.

And finally, what advice would you give to the HTL industry to encourage BAME diversity, inclusion and representation?

I'd say the recruitment process definitely needs to be changed – you need to be meeting young people, particularly BAME young people, at the university graduate and job fairs rather than just recruiting online. Find out where BAME people are searching for work, and advertise there, and if you can't access that information, find a company or a person who does know those places and utilise them. There needs to be a focus on intersectionality on inclusion initiatives, it's possible to empower more than one 'marginalized' group at a time, and actually, many 'marginalized' people are members of different communities so intersectionality is key. Also, open your mind to what you're looking for and train your staff on unconscious bias.



Angela Malik

Angela Malik is a chef, entrepreneur and food consultant with a rich 20-year career spanning accountancy, hospitality, education and technology. She sits on the Mayor of London's Food board and is a sought-after thought leader in the industry on topics of diversity, sustainability and the 'food tech' biosphere.

Tell us about your background. How would you describe your upbringing and its impact on your career path?

I started my career as a chartered accountant, working in commercial audit and forensic accountancy at a top four firm. My Dad ran a successful chain of restaurants, and that's always where my real passion was but I felt the pressure to follow the typical 'corporate' career in accountancy. When I turned 30, I realised that I needed to follow my heart, so I joined the Leith School of Food and Wine and trained as a professional chef. From this, I've built a career in the HTL industry, starting as an entrepreneur with a technology-focused online Asian food portal, then moving into bricks and mortar delis, now working in more leadership and consultancy-orientated positions. I recently completed my MBA at Imperial College and am currently expanding my consultancy and sustainability work.

Have you got a story of any key challenges or enablers you've faced during your career?

While I love cooking, I also have a passion for education and technology, so I wanted to combine my love for all three. I launched an e-learning platform that combined recipes with key ingredients, which eventually became the 'Modern Asian Deli'. I was supposed to receive a bank loan to open up my first physical store, but the day before I was due to start, the Lehman Brothers bank collapsed, and the bank withdrew the loan. Inspired by the Innocent Smoothies story, I crowdfunded from my friends and family, and set up my store that way. This grew in scale,

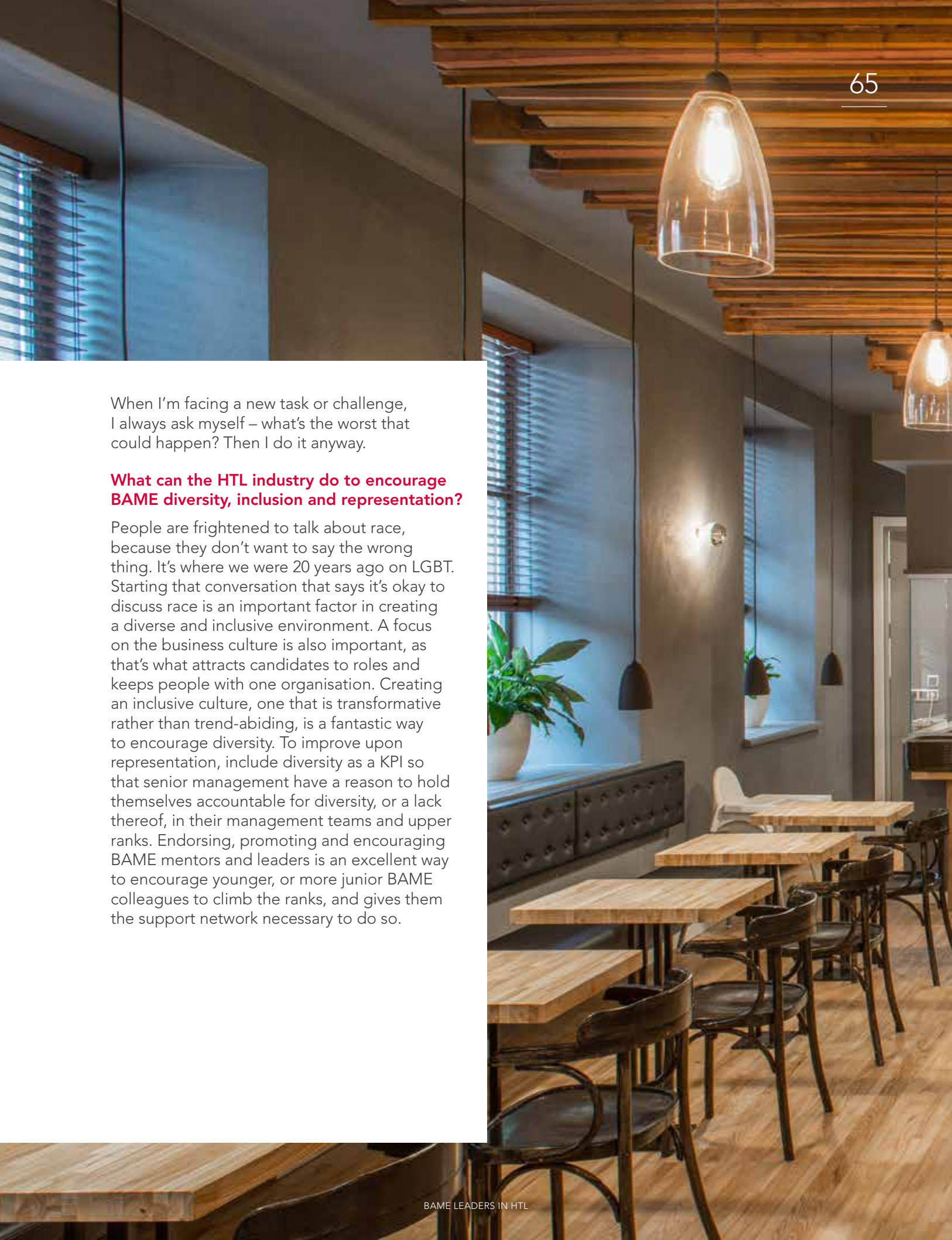
and eventually attracted venture capital, but I was always more focused on the digital side of my business. However, there was more pressure to scale by opening up more physical stores. I stepped back from this, and then from 2016 onwards began my leadership phase, and joined the Mayor of London's Food Board, and also grew my own consultancy practice. I was always pigeonholed as an Indian female chef, because of my background, so it was initially a big challenge to be taken seriously.

What is your biggest accomplishment so far?

It has to be transitioning to being self-employed, which is scary for anybody, let alone in an industry such as HTL. Developing the confidence and insight to transform myself and my business, rather than just following trends has been my leading accomplishment, and has kept my work relevant, important and innovative. The HTL industry is a myopic industry, so continually transforming has been the biggest challenge, and the biggest reward of all.

What would you say to a BAME young person wanting to enter the HTL industry?

Always have a plan and a vision of your career. It is okay to change your mind, in this industry you almost always have to be flexible, but career planning and management is the most important aspect of working life. Develop your networking skills early, not just in this industry but in all industries. It is often a case of who you know and not what you know. Sometimes networking seems unnatural or daunting, but the more you do it, the easier it gets.



When I'm facing a new task or challenge, I always ask myself – what's the worst that could happen? Then I do it anyway.

What can the HTL industry do to encourage BAME diversity, inclusion and representation?

People are frightened to talk about race, because they don't want to say the wrong thing. It's where we were 20 years ago on LGBT. Starting that conversation that says it's okay to discuss race is an important factor in creating a diverse and inclusive environment. A focus on the business culture is also important, as that's what attracts candidates to roles and keeps people with one organisation. Creating an inclusive culture, one that is transformative rather than trend-abiding, is a fantastic way to encourage diversity. To improve upon representation, include diversity as a KPI so that senior management have a reason to hold themselves accountable for diversity, or a lack thereof, in their management teams and upper ranks. Endorsing, promoting and encouraging BAME mentors and leaders is an excellent way to encourage younger, or more junior BAME colleagues to climb the ranks, and gives them the support network necessary to do so.



Asif Bhatti

Asif Bhatti is a Zambian-born, Manchester-raised hospitality industry leader, and a nominee for the 2019 Ethnicity Awards Inspirational BAME Leader. He has worked across a number of industries and roles in his career, and is currently the Director of Internal Audit at Whitbread.

How has your background and upbringing affected your career path?

I was born in Zambia, and moved to Manchester in the UK at the age of 4, however I have Pakistani origins. I was the youngest of four siblings, and had a state education all the way through, achieving my BTEC in Business when I was 18. I began work at the local council and did a BTEC in Public Administration, and ended up going to university at 21 to study business, and eventually trained as an accountant. I moved to London from the north at 27, and began doing work internationally in the entertainment industry, negotiating large acquisitions and mergers. I then joined the retail industry and spent six years there, but was headhunted to join the HTL industry as the Director of Internal Audit, where I've been now for five years!

How did you get to where you are today? What challenges did you have to overcome?

I became an accountant by chance and luck. I originally applied for one of the 'Big 4' in Manchester, but was rejected, so I applied again in another city and was finally accepted. When I began my training, I swiftly realised I was the only person of colour joining the company, and one of the only people of colour in the company. However, this stepping stone and the reputation of the firm helped to elevate my career, so I felt in the long-run it was worth the few years of stress and discomfort for the rewards I've reaped. I've always had a strong work ethic, as a child of migrants I think it's always drilled into you to keep your head down and work twice as hard, but it's the resilience I've gained along the way that has enabled me to get to where I am today.

What element of your career are you most proud of?

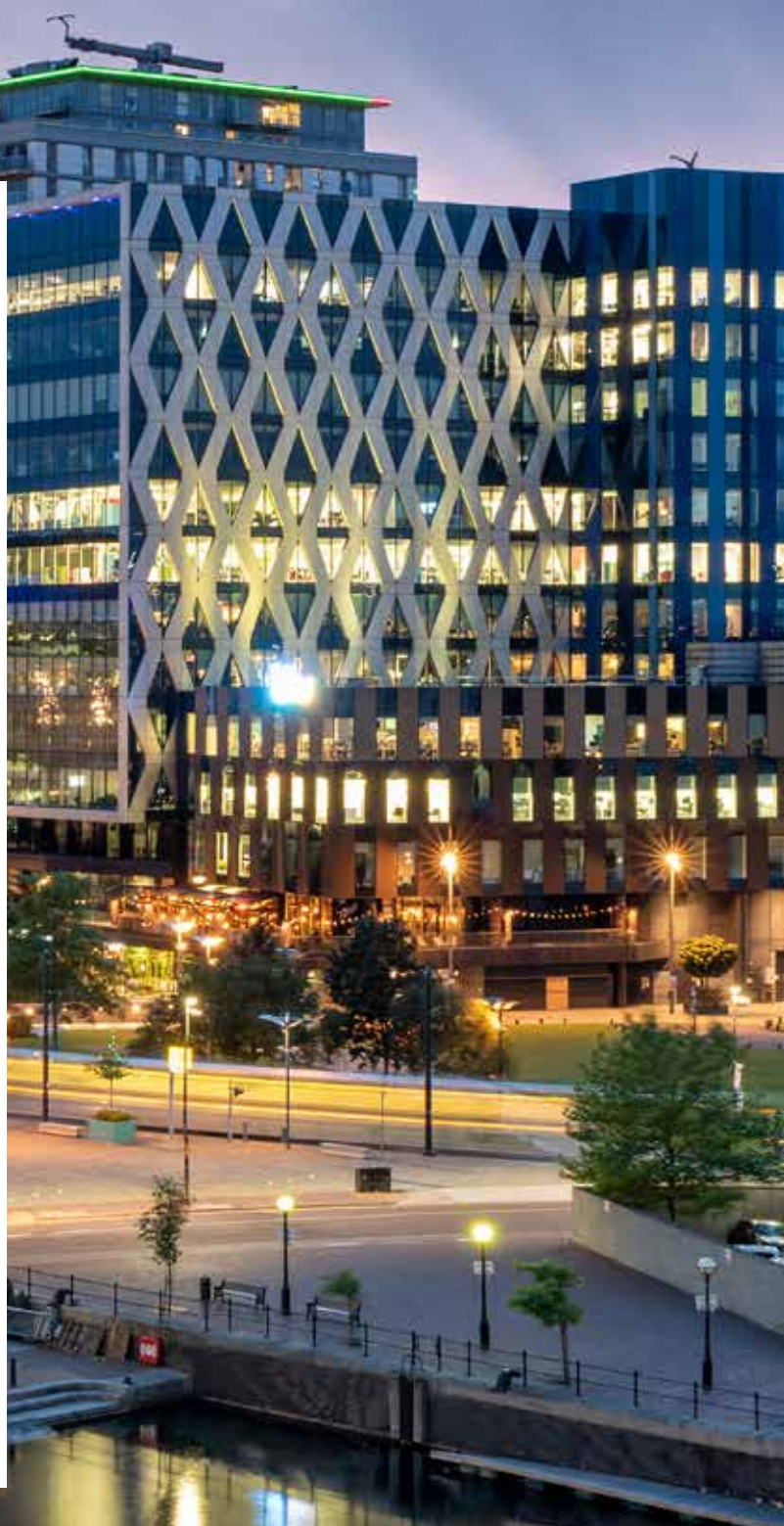
Training as an accountant really accelerated my career – it gave me the name behind me that I needed to be recognised in the industry. From that, I've led large firm acquisitions in international markets, rebuilt the audit and risk processes for large-scale organisations and implemented diversity and inclusion regimes for the organisation I'm currently with. Now I'm coming to the later years of my career, I'm focusing on mentorship and encouraging more BAME participants to follow in my footsteps, by getting more involved in the recruitment and development process. I think it's important to have access to a mentor who looks like you and has the same cultural understandings, so that's what I try to be to my mentees!

What advice would you give to a BAME young person starting a career in the HTL industry today?

I'd say to set your sights as high as possible and never play it safe. I think taking a chance, and learning how to fail and challenge yourself are important ways to build your resilience and your experience to elevate you to senior positions. Stay curious all the time, and always try new things. Every career move I've made was to try different things out, and develop new expertise. It's not just about what you do in your day job or what's in your job description, it's what you do outside and on top of that that gets you noticed, and builds your value in the labour market.

What advice would you give to the HTL industry to encourage BAME diversity, inclusion and representation?

There's very good BAME representation in the stores and on the front line, but for some reason it seems to fall off when you get to senior positions. We need to understand how to recruit BAME people – as the job hunting process varies amongst communities, cultures and geographical areas. We also need to look to stores to promote our existing BAME staff, as they are the ones who know how the operations work and can bring up other BAME colleagues with them. We also need to start addressing these unconscious biases we have in the workplace about race and faith, which can include interventions such as mentoring and coaching. Reverse mentoring is always a good initiative, connecting junior BAME employees to senior employees and letting them learn from each other. Tactical interventions such as these are necessary to increase the diversity, inclusion and representation of BAME people in the HTL industry.





Patsy Christian

Patsy is a results-driven Accounts Payable Manager at Bourne Leisure and a recent first-class graduate. She is a successful team leader and relationship builder, having previously worked in a number of public and private sector organisations.

How would you describe your upbringing? What role has your background had in building your career today?

Both of my parents are from St Kitts, in the Caribbean, and moved to the UK in the early 1960s. I grew up in Berkshire with my three siblings, and followed a very traditional education path. My parents both worked in a factory when we were growing up, and pushed us to stay in education, find ourselves a comfortable job and stay there. I knew that there wasn't as much potential for career development and growth by doing that, so I have moved companies and roles a lot throughout my career, which enabled me to become much more well-rounded, increased my network and gave me a better idea of career development. I went to college after school and did a diploma in business, before doing my AAT (Association of Accounting Technician). A few years ago, I felt that my lack of degree was holding me back from reaching the higher levels of work, so I went back to university alongside working, and recently completed my BA in Leadership and Professional Development at the University of Hertfordshire with first-class honours!

What has your career journey been like, and have there been any key challenges or enablers?

My first job after college was in accountancy at a local firm, and I stayed in similar roles but switched companies often. To progress in the way I wanted to, I moved often so to increase my experience and develop new skills. I made a career move and worked for local government in a similar accounts role, where I ended up spending nearly ten years. During this time, I left accounts and worked in a support role, where I was instrumental in transforming many of the outdated processes and reducing costs whilst also still providing the same level of service to residents of the borough. This move came from my manager moving divisions, and bringing another colleague and me with him. This was a key enabler which got me where I am today. I ended up taking a leadership course, which inspired me to move into leadership roles. From here, I moved into the media sector, and then finally entered the HTL industry over two years ago. On reflection, there were many occasions in which I was passed up for opportunities in favour of equally skilled and qualified colleagues. At the time, I felt this was down to my lack of qualifications or experience, but on reflection, I feel my race, my gender, or a combination of both may have contributed and restricted me from progressing.

What is your proudest accomplishment so far?

My proudest accomplishment is the team I work with now. When I joined the organisation I planned a restructuring to increase our efficiency and be more innovative, which left many of the 15-strong team slightly apprehensive. One team member was very apprehensive, and feared they wouldn't be able to work with the changes being made. However, seeing how they have risen to the challenge has been a huge accomplishment for me. It has taught me the strength of mentoring, and how to act as a role model for others.

What advice would you give to a BAME young person looking to enter the HTL industry?

I'd say to build your network from day one, as it is one of the most crucial aspects of your working life. I always underestimated the importance of a network, especially when I was younger, but many of the opportunities that have come to me have been because of my network. The power of mentors is also seriously underestimated, the mentors I have had throughout my career have helped me develop my skills and achieve more of my career goals. Talk to as many people as possible, and always keep your name fresh in their minds for future opportunities. Recently, I approached my mentor about wanting to participate in certain opportunities and activities related to my role, and wanted advice on how to do so, in which

they merely said to "just ask". Since asking that question and reaching out first, I've been inundated with similar opportunities – it only takes one connection with the right person.

What can the sector do to move the dial on diversity?

To increase representation and awareness in the industry, we must first demystify the situation. Then, help people enter the industry and progress up the ladder, whether that means providing opportunities for training, opportunities to improve their profile or just encouraging them to go for promotions. Raising the profiles of existing BAME employees, both in your company, and the industry itself, is a fantastic way of showing that it's possible to progress and gives people role models and mentors to reach out to help them. When we think of role models, we think of people who look like us. That's a challenge for many BAME people, who look up the ranks can't identify anyone who look similar to them.



Pauline Wilson

Pauline is Vice President of Operations for a Virgin Holidays. With over 20 years' experience in the travel industry, she has an established reputation as a highly motivated, results-orientated leader.

Tell us about your childhood. What impact has your background had on your career path?

I was born in the UK and I'm of Jamaican heritage. My parents' extremely strong work ethic, coupled with the vibrancy of Caribbean influences and a sense of fun, shaped the way I grew up. They also taught me the importance of embracing and valuing difference in others. I visited Jamaica for the first time to meet my grandparents when I was nine years old, and remember looking out the airplane window and being in complete awe! Looking back now, I can see how at a very early age, this influenced my love for travel. I graduated with a degree in business, specialising in travel and tourism, and my very first role was as a sales agent in a call centre for a travel company. During my time there, I was able to progress pretty quickly and was fortunate to have a senior manager who was a brilliant mentor and a key advocate who supported and championed my development – a bit like my own personal and grounded cheerleader!

How did you get to where you are today? What obstacles and enablers did you meet on your journey?

As I fell in love with travel at a very early age, I already had the desire to join the industry – so I was delighted that my first job was in travel, and I never really left. I found that whilst working hard and doing your best is a given – it's imperative that you extend your network and invest time in maintaining it. I've also learnt that owning your own development is really empowering. It's important to figure out the things you are really good at and have a passion for, as they often go hand in hand. And look to compliment your abilities by working with others who have the skills that you don't have, as you'll learn a lot, which I've always found hugely valuable.

One of the key challenges I encountered was the ability to work flexibly when I began to have a family. Early on during my career I took the decision to decline a promotion, as at the time the hours required were not compatible with the needs of my family. After this, I learnt from the experience and made sure I was able to work with companies who also valued providing some flexibility within their working practices. Prioritising flexibility has led to countless opportunities for me. I've seen first-hand how well flexible working can work.

What are you most proud of?

In my personal life, it's definitely my children, as they are the best versions of my husband and me. In my career, I have had, and continue to have, the privilege to lead amazing teams. Together we have delivered transformational change in a number of businesses. I enjoy the ability to influence the culture of a business, one that embraces difference and enables people to be the best versions of themselves, encouraging diversity and inclusion. One of my favourite quotes is "You can't be what you can't see" so I actively use leadership role to help influence change as well as getting involved in schools, to show what's possible.

What advice would you give to a BAME young person embarking on a career in the sector?

The most important career advice I could give is to develop your network – it's not just about what you know but also who you know. If there is a specific pathway you want to take at work, such as in certain department or position, find a sponsor or a mentor who can help you figure out your route to success, and cheer you on along the way. Also, make yourself useful. Say yes to opportunities to upskill and find out how you can grow your experience, to develop new skills that might be useful in getting you to the next stage of your career.

And finally, what advice would you give to the HTL industry to encourage BAME diversity, inclusion and representation?

We need to find a way to better showcase the industry and demystify the roles available; a lot of the time, people don't want to enter an industry that they know nothing about. We need to actively promote our opportunities to target different audiences, otherwise the status quo will continue. The industry is based on travel and that means experiencing the wonderful array of different cultures around the world. Therefore, by extension, this should also be reflected in the HTL. To do this, we all need to extend the breadth of inclusion and be transparent in how representative and inclusive we are, supported by plans to improve where required. There is a growing need for workplaces to become more flexible, and this will continue as the nature of work – and our lives – change. We need to ensure flexibility to attract and retain the very best talent now and in the future.



Meeta Zakharia

Meeta is an experienced HR Manager at McDonald's. From an economics background, Meeta previously worked in both finance and law. Her work concentrates on coaching, management, teamwork, leadership and succession planning.

How would you describe your background and its impact on your career today?

I have Indian heritage, but grew up in the UK as the middle child of three children. Education was always at the forefront of our parents' minds, and I went to a selective grammar school before studying my degree in Economics at Kingston University. While I was studying, I had a part-time job in the informal dining sector, which my parents frequently reminded me should only be a 'temporary job', so when I graduated I entered a career in finance. I quickly realised it wasn't for me! My early working life was formed through relationships and taking the next opportunity and it's worked for me so far!

Tell us about your career path. Have there been any key challenges or enablers you've faced?

I began my working life at a fast food restaurant in north London when I was 16. I really enjoyed it – and it helped me build up a great social network and fund college and university. When I was 18/19, I was promoted to a shift manager, which gave me the responsibility of approximately 20-25 employees per shift. I had to 'lock up' and cash up – and I soon realised I enjoyed this level of responsibility. When I finished university, I began working in finance, but shortly realised it wasn't for me. I then had an opportunity to work for a criminal law firm, as a paralegal. This was a great opportunity to understand more about the psychology of offenders. I became fascinated about why people did what they did, but it was also quite disheartening, and I knew that I didn't see my

future in this field. An opportunity came my way to move back to the informal dining sector and I began a career in the HR and Operations divisions. Following a years' secondment in head office where I got to work at the forefront of innovations, I realised how passionate I was about the company, how quickly we were growing and our scale. I've been here ever since, working across the Board in leadership, HR and coaching! I have benefitted from many secondments and stretch opportunities which have allowed me to bring a fresh perspective and learn fast. Early on in your career, hard work and being recognised for good work goes along way. You need to build your teams' collective strength, knowledge and capability to achieve well and succeed.

What is your proudest accomplishment so far?

Leading the conversation on diversity and inclusion across the business. By using platforms such as National Inclusion Week we have seen a shift in the conversation to understanding each other and embracing difference as a strength. We have really opened up the conversation across all levels of the business which, with our scale of 130,000 employees is quite a task! The impact so far has been positive – many leaders are now open to discussing their biases and talking about their own personal experiences, such as upbringing, and how it has influenced them. It has been great hearing about how people are introspectively challenging themselves. This is just the start and there is still so much more to do.

What advice would you give to a BAME young people starting their career in the HTL industry today?

Always stay curious and take the opportunities thrown at you, no matter how scary or uncomfortable. The best thing in business is to be adaptable, and you should feel equally as comfortable in a room with your friends as you should in a senior leadership team meeting. Authenticity and feeling brave to be yourself goes a long way in my opinion. Embrace the discomfort that comes with trying new roles and putting yourself out there. It doesn't become any less uncomfortable, but you get better at dealing with it. Invest in yourself too, constantly upskill, and always learn new things, whether this be formally through qualifications, or informally through conversations with colleagues or exposure to new experiences. You can achieve anything with the right mindset and the right people around you.

What do you think the sector can do to encourage diversity and drive BAME representation?

We need to make a conscious effort to challenge the bias and culture that exists - not just from the top-down but also the bottom-up. Hiring managers, training managers and other employees in people-orientated roles are crucial when it comes to increasing representation and diversity, so training these colleagues to challenge their biases is essential. Increasing networking opportunities for BAME employees and encouraging a mentoring network that will elevate more junior staff to senior positions is important. My career has significantly benefited by being 'endorsed' and advocated by other senior colleagues, rather than from just my own work, which is a sign that sometimes it's who you know not what you know. We need to begin increasing opportunities for early 'endorsement' and taking risks on rising stars - particularly those within the BAME community, who usually come from mentorship and networking opportunities. Controversially, I am more of the opinion that we need to take positive action on the recruitment decisions of key roles within an organisation if we are to ever meaningfully shift the balance within the next decade.

Further Reading

Business in the Community: Race Equality campaign
www.bitc.org.uk/race

Comeback to HTL by WiHTL
www.comebacktohtl.com

Equality Act 2010
www.legislation.gov.uk/ukpga/2010/15/contents

Gender Pay Gap Report 2019
www.pwc.co.uk/human-resource-services/assets/pdfs/gender-pay-in-hospitality-travel-leisure-report.pdf

Mentoring Women in HTL
www.wihtl.com/mentoring

Office of National Statistics (ONS) BAME Representation
www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/ethnicity

Race in the Workplace: The McGregor Smith Review
assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/594336/race-in-workplace-mcgregor-smith-review.pdf

The Hampton-Alexander Review: FTSE Women Leaders. Improving gender balance in FTSE Leadership (2019)
<https://ftsewomenleaders.com/wp-content/uploads/2019/11/HA-Review-Report-2019.pdf>

The Hampton-Alexander Review: FTSE women leaders. Improving gender balance in FTSE leadership (2018)
<https://ftsewomenleaders.com/wp-content/uploads/2018/11/HA-Review-Report-2018.pdf>

The Hampton-Alexander Review: FTSE women leaders. Improving gender balance in FTSE leadership (2017)
https://ftsewomenleaders.com/wp-content/uploads/2017/11/Hampton_Alexander_Review_Report_FINAL_8.11.17.pdf

The Hampton-Alexander Review: FTSE women leaders. Improving gender balance in FTSE leadership (2016)
<https://ftsewomenleaders.com/wp-content/uploads/2016/08/FINAL-HA-Review-Nov-2016.pdf>

UK Population by Ethnicity
www.ethnicity-facts-figures.service.gov.uk/uk-population-by-ethnicity

Women in Hospitality, Travel and Leisure 2020 WiH2020 Review, The Diversity in Hospitality, Travel & Leisure Charter
www.wihtl.com/research

Women to Watch in HTL Index 2019
www.wihtl.com/research

WiHTL Dates for Your Diary

26th February 2020

HTL Employers' Experiences regarding gender diversity challenges, implementing flexible working to support working parents and carers

Webinar with Bright Horizons

2nd March 2020

Life on the Leadership Team

Paul Pomroy (CEO McDonald's UK&I) and Sarah Dickins (Group HRD Bourne Leisure)

4th March 2020

Flexible, Agile, Smart Working in Hospitality, Travel and Leisure

11th March 2020

Financial Wellness: From the gender pay gap to the gender pension gap and the gender investment gap. How it affects women and how to bridge it

12th March 2020

AI spreads bias

Webinar hosted by Oliver Wyman

16th March 2020

Working Parents: How Do You Stay Sane? Managing multiple stakeholders, negotiating flexible working and navigating your career as a working parent

17th March 2020

Mentoring Women in HTL

April 2020 (date to be confirmed)

Life on the Leadership Team

Paul Flaum (CEO Bourne Leisure)

April 2020 (date to be confirmed)

Masterclass: Race and Ethnicity

6th May 2020

Life on the Leadership Team

Sarah Pope (Chief Information Officer Casual Dining Group) and Bebe Oladipo (Head of IT Azzurri Group)

12th May 2020

CV development and 'Know your worth'

21st May 2020

Menopause in the Workplace Workshop

10th June 2020

Diverse Recruitment – successful strategies to attract diverse talent

17th June 2020

Mentoring Women in HTL

17th September 2020

Comeback to HTL – Returners Workshop

29th September 2020

Life on the Leadership Team

Industry Leaders

7th October 2020

2nd Women to Watch Index Launch

13th October 2020

Women on Boards – are you Board-ready?

25th November 2020

Life on the Leadership Team

Industry Leaders

Visit www.wihtl.com/news-events for the latest information on WiHTL's programme of masterclasses, workshops and events throughout 2020.

About Us

About WiHTL

WiHTL (formerly known as WiH2020) is the most influential collaboration community of leaders across the Hospitality, Travel and Leisure sector, and is devoted to increasing women's and ethnic minorities' representation at all levels and, in particular, in leadership positions across the HTL sector. We believe that, through collaboration, we can amplify the impact of individual diversity initiatives, and together we can have a bigger, louder voice for the good of the industry. For more information, please visit www.wihtl.com/home

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For more than 30 years, The MBS Group has been a leading sector-specialist executive search firm advising all consumer-facing industries, with a particular focus in the hospitality, travel and leisure industry. Clients consider us to be the partner of choice when searching for critical leadership roles that make a difference. We work at board level and on executive positions across all functions of strategic importance. For more information, visit www.thembsgroup.co.uk

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The MBS Group

3 Primrose Mews
Off Sharpleshall Street
London, NW1 8YW

+44 (0) 20 7722 1221
info@thembsgroup.co.uk

www.thembsgroup.co.uk

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