

We value difference at Whitbread

Diversity and Inclusion Report 2025/26



IN THIS REPORT

Welcome to Whitbread's Diversity and Inclusion Report 2025/2026.

This report highlights our progress over the past 12 months, setting out our diversity and inclusion performance and the targets that support our Force for Good framework.

This report is interactive

To navigate between sections, use the arrows on the top left. Visit links or return to the contents by clicking the buttons found below:

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Read more about our diversity and inclusion policies online

 [People policies](#)

 [Gender and Ethnicity Pay Gap Report 2024](#)

Progress towards our diversity targets

p.11

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OUR FORCE FOR GOOD STRATEGY

With over c.32,000 team members and welcoming 5 million guests each month, people are at the heart of our business.

Our objective is to be a Force for Good in people's lives, whether they work for us, are staying with us, or if they contribute to our global supply chain.

As we own and operate the majority of our sites – and have supply chains reaching around the world – when we make even a small change, we can have a large impact. Each of our three pillars has a series of overarching goals, targets and KPIs. Our Opportunity pillar is all about our people; our Community pillar focuses on the communities where we have a physical presence as well as looking after our guests; and our Responsibility pillar is about managing our impact on the environment and doing business the right way.

Force for Good is fully aligned with Whitbread's overarching strategic goals. We believe that our approach is not just the right thing to do but is vital for our long-term business success. It helps to ensure we remain 'future-proofed' against changing trends, supply chain disruption, and investor and customer expectations, and can also bring shorter-term economic benefits through efficiencies.

Read more about our Force for Good strategy:

[Corporate website](#)

[ESG Report](#)



Responsibility

This responsibility pillar covers actions towards reducing our environmental footprint and ensuring responsible sourcing.

We take responsibility for the emissions of our property portfolio, one of the largest in the UK, and work to achieve our Net Zero target.

We reduce our environmental footprint by using less water and minimising our food waste.

Our procurement standards are designed to uphold human rights and minimise negative outcomes for nature.



Community

As the UK's largest hospitality business, we can impact the nation's health by offering better food choices and investing in children's wellbeing.

By investing in new hotels, we support local development and regeneration and create new jobs.

We work to improve the nutritional value of our food.

Our long-standing partnership with Great Ormond Street Hospital (GOSH) provides vital funding to develop state-of-the-art facilities.



Opportunity

We want all of our team members to reach their potential with no barriers to entry and no limits to ambition.

The focus of this report

We will be for everyone, championing inclusivity across the organisation and improving diversity.

We will have industry-leading training and development schemes.

Team member wellbeing will be considered across all of our business areas.

Who we are

Whitbread is the UK’s largest hospitality business and a long-term constituent of the FTSE 100 index. With Premier Inn, we are the number one hotel operator in the UK and also have a growing presence in Germany.

What we do

We provide high-quality, affordable hotel rooms, creating value for our stakeholders while remaining a force for good.

Our brands

We are hospitality experts running the largest UK hotel brand, growing in Germany and offering a more compact and prime city location experience with ‘hub by Premier Inn’.



[See more on our corporate website](#)

[Annual Report 2025/26 | Purpose and strategy](#)



Where we operate¹

United Kingdom and Ireland

Our largest and most profitable market is driven by high volumes of domestic travel, supplemented by inbound travel. With a significant decline in the independent sector and limited new room growth from other branded operators, a favourable supply backdrop is expected to remain in place for the next few years.

UK long-term room potential
125,000

Open rooms²
>86,000

Committed pipeline⁴
c.9,000

Germany

The German hotel market is 40% larger than that in the UK and shares a number of attractive structural characteristics that helped drive Premier Inn’s success in the UK. Having grown rapidly in recent years, we are on course to become Germany’s number one hotel brand, delivering profitable growth and attractive long-term returns on capital.

Long-term ambition to become
No.1

Open rooms³
>11,000

Committed pipeline⁴
c.7,500

1 As of 26 February 2026, there are also 11 Premier Inns across the Middle East operated as part of a joint venture.
2 Includes six sites in Ireland, one in each of Guernsey and the Isle of Man and two in Jersey.

3 Includes one site in Austria.
4 As of 26 February 2026, sites where the Group has a legal interest in a property with the intention of opening a hotel in the future. UK committed pipeline includes Accelerating Growth Plan extension rooms with planning and Board approval to progress.

Our commitments



Our commitments to diversity

1 Target 45% female representation and 10% ethnic minority representation in leadership in 2026

How we're delivering against this commitment

As part of our ongoing approach, we are deliberate in how we design roles and attract talent, ensuring our job advertisements clearly distinguish between essential and desirable skills, and that person specifications are free from potential bias or discrimination. We advertise vacancies both internally and externally to maximise visibility and provide opportunities for our team members to progress their careers.

To support fair and inclusive recruitment, we aim to achieve gender and ethnically balanced shortlists for interviews, aligned to our senior representation targets. Our assessment processes are structured and consistent, ensuring every candidate receives the same fair and equitable experience.

We also actively manage the composition of cohorts within our development programmes to ensure diverse representation. Alongside this, we regularly review succession plans, identify potential diversity gaps, and develop targeted, function-specific actions to support a strong and inclusive leadership pipeline.

2 Targets for greater ethnic diversity in middle management through stringent recruitment practices that aim to mitigate individual biases

How we're delivering against this commitment

To support greater ethnic diversity in middle management, we continue to embed inclusive practices across our recruitment processes. We provide inclusive recruitment training for hiring managers, supported by a structured selection checklist to help mitigate individual bias and promote fair decision-making.

We closely monitor each stage of the recruitment journey to identify where diversity may be lost, enabling us to take targeted action and continuously improve outcomes. Through this data-led approach, we are able to strengthen representation and ensure our processes support equitable opportunities for all candidates.



DIVERSITY AND INCLUSION CONTINUED

Our commitments to diversity continued

3

Invest more in a diverse talent pipeline to ensure we can promote diverse talent equitably**How we're delivering against this commitment**

To strengthen our diverse talent pipeline and support equitable progression, we continue to invest in targeted partnerships and programmes that create meaningful pathways into employment. We have partnered with the 10,000 Interns Foundation for four years, offering paid internships within our Support Centre across Finance, as well as Data, Digital and Technology. These opportunities provide valuable experience and a direct route into our graduate programmes, with this year marking the first time an intern successfully progressed into a graduate role.

We also deliver the Thrive Programme, working in partnership with specialist colleges to support young people with special educational needs and disabilities (SEND). Through a structured journey that includes simulated hotel environments, work experience and supported internships, participants build the skills and confidence needed to transition into employment. To date, 35 team members have joined Whitbread through this programme.

In addition, our partnership with Barnardo's supports care-experienced young people through an eight-week development programme focused on building employability skills and confidence. This initiative helps participants move into permanent roles within Premier Inn, with 18 individuals already joining Whitbread and many more progressing through our talent pipeline.



4

Collect data to understand how our teams identify**How we're delivering against this commitment**

We take a data-led approach to better understand the experiences of our team members and identify opportunities to strengthen inclusion. Through our annual engagement survey, we measure how our people feel at work, with the statement 'I can be myself' acting as a key indicator of belonging. This year, we achieved a score of 87% for this question, demonstrating the positive impact of our diversity and inclusion commitments.

We also collect diversity data, including gender, ethnicity and other underrepresented group identities, as part of our survey census. This allows us to analyse results across different groups, helping us identify where experiences may differ and where further action is needed. In addition, we capture diversity data within our HR systems, enabling us to monitor progression and attrition across different groups and identify trends over time.

Where insights highlight areas for improvement, we carry out targeted listening sessions to better understand the lived experiences of our team members. These insights, alongside our data, inform our diversity and inclusion priorities, shaping action plans and guiding the focus of our inclusion networks throughout the year.



Our commitments to inclusion

5

Equip our teams to be fluent around diversity and inclusion, through a combination of mandated development and having an accessible D&I hub with learning opportunities for all

How we're delivering against this commitment

We are committed to equipping our teams with the knowledge and confidence to build inclusive environments through a structured programme of learning. We provide regular D&I training for our Board and deliver mandatory annual training for our Senior Leaders, ensuring inclusion remains a visible leadership priority.

Across our wider business, Operations leaders complete mandatory D&I training each year, alongside a dedicated D&I activity for all Operations team members aligned to National Inclusion Week. This creates consistent engagement with inclusion topics across our frontline teams.

This is complemented by a year-round D&I learning programme, with monthly training sessions aligned to key awareness days, weeks and months. Alongside this, our D&I hub on SharePoint provides accessible resources to reinforce learning and support inclusive behaviours in practice.

6

Amplify the voices of under-represented communities through the sponsorship of networks and forums

How we're delivering against this commitment

We are committed to ensuring our inclusion networks provide a strong and authentic voice for the communities they represent. Our four networks – GLOW (LGBTQIA+), GEN (Gender Equality), REACH (Race, Ethnicity and Cultural Heritage) and enAble (Disability and Neurodiversity) – play a vital role in listening to team members, helping us to better understand the barriers and challenges they experience.

These insights, alongside data from our engagement survey, shape network priorities, which are reviewed and refreshed each year to ensure they remain relevant and impactful. Each network is supported by an Executive Sponsor, with regular meetings to ensure key insights and priorities are represented at senior leadership level and considered in business decision-making.

This year, we also hosted our inaugural network planning day, bringing all networks together to share priorities, identify areas of overlap and strengthen collaboration. This has helped build a more joined-up, intersectional approach to diversity and inclusion across Whitbread.

7

Ensure policies and practices are inclusive of all under-represented groups

How we're delivering against this commitment

We are committed to ensuring our policies and practices are inclusive of all underrepresented groups and support a fair and equitable experience for every team member. Policies form the foundation of inclusion, and we regularly review and update them to ensure they remain aligned with legislative requirements.

We also monitor wider trends across the diversity and inclusion landscape, alongside evolving societal expectations, using these insights to inform recommendations and strengthen our approach.

Our four inclusion networks play a key role in this process, reviewing policies and providing feedback based on the lived experiences of the communities they represent. This ensures our policies remain relevant, inclusive and reflective of the needs of our teams.

8

Celebrate key events throughout the year

How we're delivering against this commitment

We are committed to celebrating key moments throughout the year, creating opportunities to educate, connect and build understanding across our teams. Each of our four inclusion networks defines the programme of events they lead, celebrating moments such as Pride, International Women's Day, Black History Month and Disability Awareness Month.

These events provide valuable opportunities to raise awareness of different cultures and communities, deepen understanding of the barriers they may face, and encourage allyship. We recognise that while training is important, hearing real stories from team members plays a critical role in building empathy and understanding.

Our approach combines storytelling with immersive cultural experiences, including authentic food, music and celebration, to bring learning to life. This helps to foster meaningful connections, creating a sense of community both within identity groups and across the wider organisation, highlighting what unites us rather than what divides us.

 For more information on the **events delivered throughout the past year**, see pages 14 and 15 of this report

PEOPLE ARE AT THE HEART OF WHAT WE DO

With over c.32,000 team members, people are at the heart of our business, and we give everyone the opportunity to grow and develop, with no barriers to entry and no limits to ambition.

Over the last 12 months, our progress has been recognised through a number of external accreditations and awards. These accolades reflect the meaningful strides we are making against our eight D&I commitments, and the impact of our work across Operations and Support Centres.

An award-winning team



Menopause Friendly Employer Accreditation



Stonewall Proud Employers Accreditation 2025

We are proud to have achieved 'Leader' accreditation, reflecting our commitment to setting the benchmark through sustained, high-impact and far-reaching action.



Investing in Ethnicity Index: Top 30 Employer

Top Employer Award

Our commitment to our people and culture is demonstrated through our 'Top Employer' award in the UK, from the Top Employers Institute – for the 16th year in a row. This is an incredible milestone, and we are honoured to see our practice recognised externally.



Inclusion in Awards 2025:



Inclusion Hero in HTL

Tracey Bishop,
Regional
Operations Manager



Most Impactful Social Mobility Initiative

Barnardo's Partnership for Care-experienced Young People



Most Transformative Inclusion Initiative in HTL

Thrive Programme



Springboard Awards for Excellence 2026

Equality, Diversity and Inclusion Award

Our commitments to increasing diversity

We believe that diversity is the result of truly inclusive environments. Representation at senior levels is a powerful measure of progress, showing that our inclusive practices are enabling all team members to thrive and succeed.

PROGRESS TOWARDS OUR DIVERSITY TARGETS

		Progress in 2025	Looking forward
Senior leadership representation	Target 45% female representation and 10% ethnic minority representation in leadership in 2026	In our leadership population as at end of FY2025: Female representation 40.4% Ethnic minority representation 7.4%	We will continue to focus on delivering against our 2026 targets, with monthly progress reviews reported to our Executive Committee. Alongside this, we will embed diversity selection criteria into our approach to selecting agency partners and introduce specialist inclusive resourcing training for our resourcing team, strengthening our approach to equitable hiring.
Middle management representation	Targets for greater ethnic diversity in middle management through stringent recruitment practices that aim to mitigate individual biases	We expanded our focus beyond recruitment to encompass the full talent lifecycle, with a particular emphasis on performance management and career development. This approach has enabled us to identify targeted opportunities and introduce initiatives to support greater ethnic diversity in middle management.	We will conduct listening sessions with women and team members from ethnic minority backgrounds to better understand their experiences of progression, including perceived barriers and opportunities. We will also engage with hiring managers to gain insight into the behaviours and skills they prioritise, helping to inform a more inclusive approach to talent development and selection.
Investing in a diverse talent pipeline	Invest more in a diverse talent pipeline to ensure we can promote diverse talent equitably	We delivered a fourth successful year of summer internships at our UK Support Centre through the 10,000 Interns Foundation, with one intern progressing into a graduate programme for the first time. Alongside this, we continued to grow our Thrive Programme, delivering 46 supported internships and supporting 20 alumni into permanent roles. Through our partnership with Barnardo’s, 18 care-experienced young people have secured roles with Whitbread, with many more progressing through our talent pipeline for future opportunities.	We will continue to support the 10,000 Black Interns Programme in summer 2026 at our UK Support Centre, while expanding our Thrive Programme towards 100 supported internships annually and increased permanent roles. We will also build on our Barnardo’s partnership, working towards offering jobs to over 500 care-experienced young people each year by 2027, and accelerate development of high-potential diverse talent through targeted programmes and mentoring.
Collecting data to understand how our teams identify	Focus on data and insights to better understand individual experiences	Our 2025 Gender and Ethnicity Pay Gap Report demonstrates continued progress, with reductions in both our mean and median gender pay gaps and no overall ethnicity pay gap when comparing team members from ethnic minority backgrounds with white team members. We also achieved the minimum data thresholds aligned to the 2021 UK Census, enabling more detailed analysis and supporting targeted listening sessions in the coming year to better understand differing experiences.	We plan to strengthen collaboration between our inclusion networks and Our Voice , Whitbread’s employee forum connecting senior leaders with team member experiences. Representing colleagues from all areas of the business, it enables open dialogue, ensuring diverse perspectives are heard and contribute to decision-making and shaping a more inclusive workplace.

* Leadership population is defined by all Head and Director roles.

2025 Gender and Ethnicity Pay Gap Report

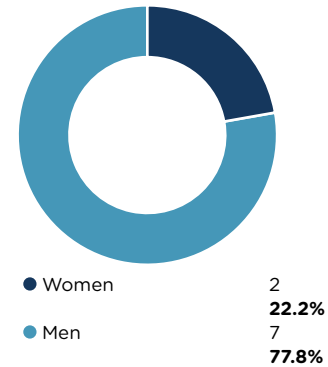
OUR GENDER AND ETHNIC DIVERSITY

We know that there are many ways our teams identify that extend far beyond gender and ethnicity. That's why we believe it is important for us to report externally using the data we have available.

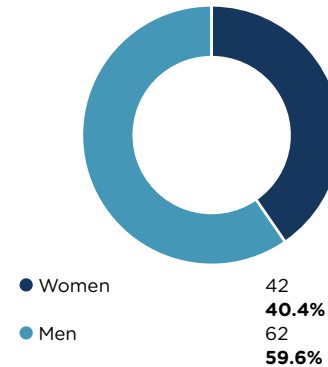
We've chosen to publish our gender and ethnicity statistics for all employees, including our Executive Committee and leadership community. These statistics are for our UK-based teams, and in line with ONS definitions for ethnicity.

Gender¹

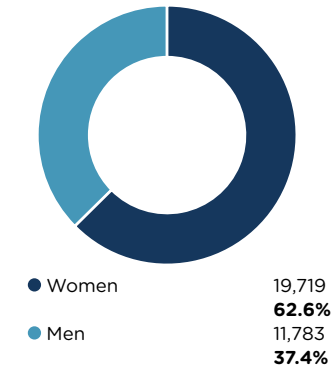
Executive Committee



Leadership population

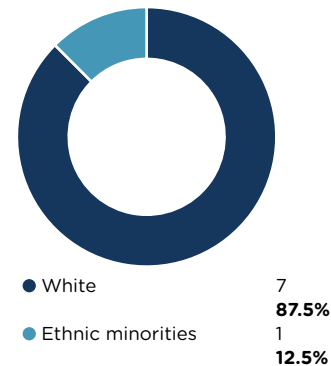


All employees²

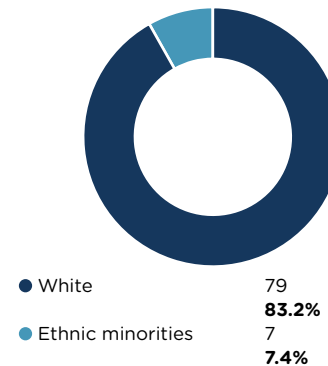


Ethnicity³

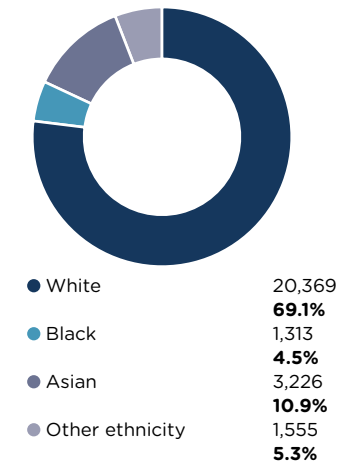
Executive Committee



Leadership population



All employees



2025 Gender and Ethnicity Pay Gap Report

Further detail on our representation levels across both gender and ethnicity, as well as our action plans, can be found in our 2025 Gender and Ethnicity Pay Gap Report.



Our eight D&I commitments

We hold ourselves accountable to eight diversity and inclusion commitments.

Diversity

- 1 Target 45% female representation and 10% ethnic minority representation in leadership in 2026.
- 2 Targets for greater ethnic diversity in middle management through stringent recruitment practices that aim to mitigate individual biases.
- 3 Invest more in a diverse talent pipeline to ensure we can promote diverse talent equitably.
- 4 Collect data to understand how our teams identify.

Inclusion

- 5 Equip our teams to be fluent around diversity and inclusion, through a combination of mandated development and having an accessible D&I hub with learning opportunities for all.
- 6 Amplify the voices of under-represented communities through the sponsorship of networks and forums.
- 7 Ensure policies and practices are inclusive of all under-represented groups.
- 8 Celebrate key events throughout the year.

- 1 We report gender identity as binary expression in line with HMRC requirements: male or female. However, as an inclusive organisation we recognise all gender identities and understand that not all of our team members will identify as male or female.
- 2 The information provided for ethnicity is discretionary and not all employees, including within the leadership population, have chosen to share their ethnicity with us.
- 3 89.8% of our employees have chosen to share their ethnicity with us.

Our commitments to championing inclusion

Championing inclusion means creating more than a respectful and supportive environment. It requires understanding and responding to individual needs, enabling every team member to thrive, succeed and feel a true sense of belonging.

CELEBRATING CULTURAL EVENTS

Spanning the entire year, our vibrant cultural calendar reflects our diverse teams, presenting the opportunity to make meaningful connections during significant dates.

Our four inclusion networks are deeply ingrained into our culture and play a pivotal role in the communication, celebration and commemoration of key dates with teams across Whitbread. Over the course of the year, we host many events. Here are a few highlights that feature the important work our inclusion networks lead to create a warm and welcoming culture across the business.

Whitbread’s inclusion calendar extends far beyond the events we showcase here. Our four inclusion networks celebrate and commemorate many events, including religious festivals. Whitbread’s LinkedIn page showcases many of these throughout the year.

[Visit Whitbread’s LinkedIn page](#)

Our networks









For more in-depth information on our networks, see pages 12 to 16 of this report



Pride season

This Pride season was especially significant as GLOW celebrated its ten-year anniversary, marking a decade of championing inclusion and support for LGBTQIA+ team members. To recognise this milestone, the network launched GLOW Community Hub events, bringing inclusive, in-person experiences directly to Operations team members across the country and creating accessible opportunities to connect, share experiences and build community.

Across the business, Pride Packs were distributed to hotels and restaurants, ensuring teams could visibly celebrate Pride locally and create welcoming, inclusive spaces for both team members and guests. GLOW proudly participated in Manchester Pride for the fourth consecutive year, with over 40 team members marching together in celebration and solidarity. The network also partnered with Coca-Cola for the third consecutive year to support the Albert Kennedy Trust (akt), raising £20,000 through Coca-Cola Zero sales to support LGBTQ+ young people facing homelessness.

An ‘ABCs of LGBTQIA+’ session further supported awareness, building understanding and encouraging allyship across Whitbread.



South Asian Heritage Month

This South Asian Heritage Month, the REACH network embraced the theme ‘Roots to Routes’, celebrating the journeys, identities and lived experiences that shape our teams today. Through storytelling and shared experiences, team members explored their heritage and the connections between culture, identity and belonging.

A virtual journey across South Asia brought this theme to life, with each country showcased through fact sheets, cultural insights and personal stories shared by team members across Operations and the Support Centre, highlighting the richness and diversity within our organisation.

Team members were also encouraged to celebrate through cultural dress days, proudly wearing traditional attire and embracing the vibrancy of South Asian culture. The month was further marked by curated menus in the Support Centre, featuring authentic dishes from across the region. Celebrations culminated in vibrant events in Dunstable and London, featuring music, dance and henna artistry, alongside a market-style showcase supporting South Asian-owned businesses and creating an immersive cultural experience.



National Inclusion Week

During National Inclusion Week, our four inclusion networks came together to deliver a programme of activity, taking an intersectional approach to reflect the diversity of experiences across Whitbread. Each day was led by a different network, creating space for learning, connection and reflection.

REACH opened the week with a ‘Tea Talk’ panel, bringing together team members across genders, generations and identities, including queer and neurodivergent voices, to share personal stories on race, identity and heritage. GEN followed with a session featuring Kate Nicholls OBE, exploring the future of hospitality, the evolving role of women and the importance of allyship.

Midweek, all networks hosted a ‘Meet the Networks’ showcase to drive engagement and build community. GLOW then led an LGBTQIA+ panel featuring queer men and women, including neurodivergent representation, while enAble closed the week with a session on inclusive technology, highlighting how accessibility can be embedded into everyday working practices.

CELEBRATING CULTURAL EVENTS CONTINUED



World Menopause Day

This World Menopause Day, the GEN network embraced the theme 'Lifestyle Medicine', highlighting how everyday habits can support wellbeing during menopause. This was also a significant milestone, celebrating Whitbread achieving Menopause Friendly Accreditation – recognition of the progress driven by the network's ongoing work and commitment to supporting those experiencing menopause.

To bring this theme to life, GEN delivered a programme of activity across the week, beginning with an 'Empower Yourself or Be a Great Ally' session to build understanding, encourage open conversation and signpost to available support and resources. Midweek, events took place across both Support Centres. In Dunstable, a 'Flow and Flourish' session offered a restorative experience through sound therapy and gentle movement, while London hosted a 'Pause and Nourish' session focused on mindful practices and nutrition.

The week also included a session in partnership with Hospitality Action and NEST, exploring how hormonal health impacts wellbeing and performance, alongside resources for Operations team members to raise awareness of available support.



Black History Month

This Black History Month, the REACH network embraced the theme 'Standing Firm in Power & Pride', celebrating the resilience, strength and contributions of Black communities globally. Through storytelling and shared experiences, team members explored the heritage and identities that shape our organisation.

A virtual journey brought the theme to life, spotlighting countries connected to our team members and sharing personal and generational stories that highlighted the richness of Black cultural heritage. The return of the Black Cinema Club further supported learning, featuring a screening of Mangrove from Steve McQueen's Small Axe series.

Team members across Operations and the Support Centre also marked the month through cultural dress days, proudly embracing traditional attire, alongside curated menus in our canteens celebrating cuisines from across the diaspora.

Celebrations culminated in events in Dunstable and London, featuring authentic music, dance workshops and a market-style showcase supporting Black-owned businesses, creating an engaging and immersive cultural experience.



Trans Awareness Week

This Trans Awareness Week, the GLOW network created space to raise awareness, build understanding and champion inclusion for trans and non-binary team members across Whitbread. Through a focused programme of activity, the week highlighted the importance of education, empathy and allyship in creating a more inclusive workplace.

A 'Trans Awareness and Allyship' session provided a foundational understanding of gender identity, exploring terminology, myths and the lived experiences of trans individuals. Through practical guidance and real-world scenarios, team members were equipped with the knowledge and confidence to support trans colleagues, guests and communities.

Recognising the power of personal storytelling, GLOW also hosted a fireside chat with Ben Pechey, an award-winning writer, presenter and LGBTQ+ advocate. Sharing their lived experiences and professional insights, the session encouraged deeper reflection, helping team members connect, challenge assumptions and build empathy.

Throughout the week, stories celebrating trans trailblazers were shared, recognising their contributions and reinforcing the importance of visibility, inclusion and allyship.



International Women's Day

This International Women's Day, the GEN network embraced the theme 'Give to Gain', highlighting the power of collaboration and allyship to support women's progression.

The week featured two key events. In partnership with the Women in Tech and Data working group, GEN hosted a panel featuring senior women industry leaders in tech, who shared personal stories and insights on how intentional support can accelerate progress. GEN also welcomed Whitbread Chair Christine Hodgson CBE, who delivered a keynote session reflecting on her career journey and perspectives on leadership, hospitality and inclusion.

During the week, GEN also announced the GEN Superheroes, recognising women and allies who champion gender equality across the business. Winners were later brought together for a dedicated celebration, where they engaged with senior leaders sharing their career journeys, were presented with awards, toured a flagship hotel under construction, and enjoyed a dinner and theatre experience to celebrate their impact.

Our inclusion networks

Our four inclusion networks play a vital role in supporting team members, strengthening inclusion and helping Whitbread create a workplace where everyone can thrive and succeed. They bring lived experience into decision-making and act as strategic partners, helping to shape and amplify our diversity and inclusion commitments.

They have two key purposes:

- Create a safe, inclusive community where members of minority groups and allies can come together to connect, share lived experiences and build a strong sense of belonging through events and ongoing engagement.
- Drive inclusion and impact across Whitbread by amplifying diverse perspectives, raising awareness and encouraging allyship, and enabling intersectional collaboration to help shape policies, practices and decision-making.



CHAMPIONING RACE EQUITY AT EVERY INTERSECTION



We aim to build a connected and inclusive community by listening, celebrating cultural diversity, and championing opportunities that support the growth and progression of ethnic minorities and people of faith.

Highlights of the year:



Recognised in Investing in Ethnicity’s **Top 30 Advanced Employers** and shortlisted for the Network Group Award.

Elevated the #MyNames campaign by launching a **Teams feature** that allows team members to record and play back name pronunciations on Outlook profile cards, making it easier to get names right and respect the identity and heritage behind them.

Launched our first **Community Forum for Operations**, bringing the network directly to a hard-to-reach group through in-person events that created a relaxed, engaging space to connect, share experiences and help shape the future of REACH together.

Hosted a **‘Tea Talk’** for National Inclusion Week, where six Whitbread team members shared personal stories on race, identity and heritage, creating a safe, authentic space to spark reflection, encourage dialogue and deepen understanding.

Executive sponsor



Joe Garrood (he/him)
Chief Commercial Officer

Chairs



Leonie O’Conner (she/her)
Commercial Lead



Dave Shepherdson (he/him)
Labour Delivery Manager



“At REACH, we take an intersectional approach to inclusion, recognising that we are all multidimensional and that people’s experiences are shaped by the identities they hold. For many, including Black women, this can mean facing distinct challenges. That’s why it’s so important we understand and address these barriers, taking a more holistic approach to creating an inclusive environment where everyone can succeed.”

Leonie O’Conner
Co-Chair – REACH

“Allyship is about more than intention, it’s about action. Being an ally means listening to and learning from people’s lived experiences, even when we don’t fully understand them, and acknowledging our own privilege to challenge bias and create opportunities for others. At REACH, developing antiracist-allies is fundamental to our work, building understanding and empathy that inspires people to take meaningful action in building a safe and inclusive environment where everyone can be proud to show up as their whole self.”

Dave Shepherdson
Co-Chair – REACH

VISIBILITY THAT LETS PEOPLE SHINE



Our mission is to create a workplace where LGBTQIA+ team members feel a sense of belonging, strengthening visibility, building community and increasing awareness to drive greater inclusion and allyship across Whitbread.

Highlights of the year:



Throughout the summer, our sites celebrated **Pride** locally with Pride packs across all hotels and restaurants. In partnership with Coca-Cola for the third year, we raised **£20,000 for akt** (Albert Kennedy Trust) and marked our fourth year at **Manchester Pride**, with over 50 team members marching.



Launched **GLOW Community Hubs** for operational team members, extending the reach of the network across the country and providing welcoming, inclusive spaces for LGBTQIA+ team members and allies to connect, network and build community.

To mark **Trans Awareness Week**, we welcomed **Ben Pechey** – non-binary writer, presenter and LGBTQIA+ advocate – to our Support Centre for an inspiring fireside chat with the Chair of GLOW.

Shortlisted for the Employee Network Group Award at the 2025 British LGBT Awards.

Executive sponsor



Rachel Howarth (she/her)
Chief People Officer

Chair



Adam Chater-Hannon (he/him)
Senior Project Manager
– Business Development

“In a world where LGBTQIA+ communities continue to fight for equality, visibility and pride matter more than ever. Yet global events have led many to dim their light and retreat to protect themselves. I truly believe that by standing together, celebrating our diversity and supporting one another, we can create a culture where everyone feels safe to shine, and where people can bring their whole selves to work with pride.”

Adam Chater-Hannon
Senior Project Manager – Business Development

EMPOWERING WOMEN TO ACHIEVE WITHOUT LIMITS



Our mission is to remove barriers to gender equality by empowering career development, supporting gender-related health, enabling flexible and family-friendly workplaces, and fostering connection through meaningful events.

Highlights of the year:

Achieved the **Menopause Friendly Employer** accreditation, the industry-recognised mark of excellence for menopause at work.



For International Women’s Day, delivered a talk with Whitbread’s Chair, **Christine Hodgson**, sharing her career journey alongside her insights on Whitbread and the wider hospitality industry.

Hosted our **GEN Superhero Awards** for the fourth consecutive year, celebrating inspirational women who are breaking barriers and driving progress towards gender equality.

Launched a **women’s mentoring circle**, bringing together a consistent cohort over several months, mentored by a senior leader on topics that mattered most to them.

Delivered a session with **Kate Nicholls OBE**, Chair of UKHospitality – the leading trade body for the sector – exploring the future of hospitality, the evolving role of women within the industry, and the power of allyship.

Shortlisted for the Most Impactful Employee Resource Group at the inclusion in Awards, powered by Women in Hospitality, Travel and Leisure (WiHTL).

Executive sponsors



Clare Thomas (she/her)
General Counsel & Company Secretary



Hemant Patel (he/him)
Chief Financial Officer

Chairs



Rebecca John (she/her)
Technical Product Manager



Katy Attwood (she/her)
Head of Procurement – GNFR and International Sourcing

“We know that parents bring invaluable skills to the workplace, but without the right flexibility and support, progression can be impacted. That’s why we champion policies and practical guidance that help parents balance work and home life, enabling them to thrive and achieve their career ambitions.”

Rebecca John
Co-Chair – GEN

“We know lack of support for experiencing menopause is a key factor in women leaving the workplace, holding back female representation in leadership. We’re proud to have achieved Menopause Friendly Employer accreditation, recognising progress towards supportive workplaces where people can flourish.”

Katy Attwood
Co-Chair – GEN

BREAKING DOWN BARRIERS TO ACCESS



Our mission is to listen to the lived experiences of disabled and neurodivergent team members and guests, remove barriers through inclusive design across technology and physical environments, and strengthen partnerships to create pathways into paid employment.

Highlights of the year:



Celebrated a decade of our Thrive Programme and recognised the milestone anniversaries of our Thrive alumni’.



Hosted an ‘Embedding Accessibility Through Inclusive Technology’ session as part of National Inclusion Week, exploring the accessibility tools available in Microsoft Office to support neurodivergent and disabled team members.

Delivered new introductory training on British Sign Language and Braille, included within our D&I training calendar.



Executive sponsors



Simon Ewins (he/him)
MD of UK Hotels & Restaurants



Mark Anderson (he/him)
MD of Property and International

Chair



Paul Collins (he/him)
Head of Talent

“When people think about accessibility, focus often centres on physical barriers alone, so we are broadening this understanding to include the full range of visible and non-visible disabilities. We know many barriers are often shaped by lack of awareness, which is why we have prioritised building understanding of different needs through education and training. We will continue to listen to our teams and guests to support us in embedding accessibility into the way we do things across Whitbread.”

Paul Collins
Chair – enAble

External partnerships and community engagement

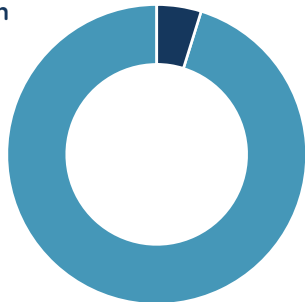
Our diversity and inclusion commitments extend beyond our employees. We recognise that many people face barriers to employment, and through partnerships with organisations that share a common goal to create meaningful pathways into work, we help people thrive while building a more diverse workforce.

REMOVING BARRIERS, CREATING OPPORTUNITY

We are committed to removing barriers to employment by creating opportunities for people with special educational needs and disabilities and care-experienced young people, supporting them to build confidence, develop skills and access meaningful, long-term employment.

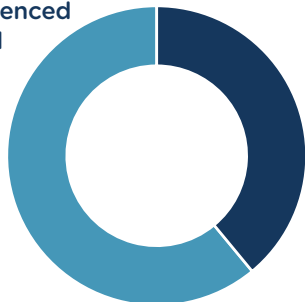
Percentage of people with learning disabilities in paid employment across the UK

4.8%



Percentage of care-experienced 19–21-year-olds in England not in education, employment or training

40%



Helping people thrive

Our goal is to provide 100 supported internships each year, creating pathways to employment for people with special educational needs and disabilities.

To support this ambition, we have expanded the Thrive Programme beyond our long-standing partnerships with Derwen College in Oswestry

and Hereford College in Coventry. We have established new partnerships across the Liverpool City Region with Wirral Met College, Liverpool City College and six local authorities, as well as with InspireU in Lincoln, supporting the county’s Young People’s Learning Provision.

Working with our partners, we build purpose-built mini Premier Inn hotels on college sites, giving students the opportunity to gain real, hands-on experience in hospitality roles such as guest relations and housekeeping. Our focus is to transition participants into paid roles wherever possible. To date, 35 Thrive alumni are in employment with us, including some who have recently celebrated ten years with Whitbread.

[For more information, see the Whitbread website](#)



Care-experienced young people

Our goal is to offer jobs to over 500 care-experienced young people each year by 2027.

To support this ambition, Whitbread has signed the Care Leaver Covenant, reinforcing our commitment to removing barriers to employment for care-experienced young people. We are

working towards our employment target through a combination of targeted recruitment and a growing partnership with Barnardo’s. Together, we are delivering programmes in Glasgow, Birmingham and Edinburgh, with plans to expand further across the UK, including Swansea and Newcastle upon Tyne.

Our partnership programme provides care-experienced young people with an eight-week development journey, focused on building confidence and employability skills. The programme is designed to help participants transition into permanent roles at a Premier Inn local to them, supporting long-term career development. To date, 18 young people have secured roles with Whitbread through this programme, with many more progressing through our talent pipeline for future opportunities.



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