WHITBREAD PLC

We value *Difference* at Whitbread

Diversity and Inclusion Report 2024/25





Welcome to Whitbread's Diversity and Inclusion Report 2024/2025. This document provides an update on our work over the past 12 months and outlines our diversity and inclusion performance and targets that align with our Force for Good framework.

This report is interactive.

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

- < Previous page
- > Next page
- Back to the contents page
- Website link
- Page reference

1 Introduction
2 Our Force for Good strategy
3 Whitbread at a glance
4 Diversity and inclusion: our commitments
5 People are at the heart of what we do

6 Our commitments to increasing diversity
7 Progress towards our diversity targets
8 Our gender and ethnic diversity

9 Our commitments to championing inclusion
10 Celebrating cultural events

12 Our inclusion networks
13 Championing race equity
14 Helping people shine as their authentic selves
15 Breaking barriers for gender equality
16 Enabling everyone to thrive

17 External partnerships and community engagement
18 Supporting our communities



Read more about our diversity and inclusion policies online:

People policies

Gender and Ethnicity Pay Gap Report 2024

Our Force for Good strategy

With over 38,000 team members and welcoming 5 million guests each year, 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



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

Community

Making a meaningful contribution to the customers and communities we serve

We will make a positive contribution to the communities we serve

Working collaboratively with our teams and supply chain, we will support our charity partners to meet their goals

We will support the wellbeing of our customers and team members

Responsibility

Always operating in a way that respects people and the planet

We will source responsibly and with integrity

We will reduce our environmental impact

We will always do business the right way

Whitbread at a glance

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, with a great value food and beverage offer, creating value for our stakeholders whilst remaining a Force for Good.

How we do it

Ownership of all aspects of our hotel operations ensures the delivery of a consistent, high-quality hotel product at a great price for our guests. Our food and beverage offer supports high customer scores and generates additional revenue, whilst our Force for Good (FFG) sustainability programme drives our ESG agenda.

Our brands

We're hospitality experts, running some of the UK's best-loved hospitality brands, including Premier Inn.

Hotels

Premier Inn

hub by Premier Inn

Food and beverage

Our guests have access to either an unbranded integrated restaurant within the hotel or a branded restaurant just next door.

Beefeater Since'76

Brewers fayre

COOKHOUSE & PUB

BAR+BLOCK STEAKHOUSE

Table Table

WHITBREAD INNS ESTD 1742

Where we operate[1]

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 rooms[2]

86,000

Committed pipeline[4]

8,000

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 rooms[3]

11,000

Committed pipeline[4]

7,000

1 As at 27 February 2025, we also operate 11 Premier Inns across the Middle East as part of a joint venture.

2 Includes six sites in Ireland, one site in each of Guernsey and the Isle of Man and two sites in Jersey.

3 Includes one site in Austria.

4 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 room extensions with planning approval.

Diversity and inclusion: our commitments

At Whitbread, we value difference. We are committed to being here for everyone, championing inclusivity and driving diversity. We believe there should be no barriers to entry and no limits to ambition, no matter how you identify. We seek to bring this to life through our commitments to diversity and inclusion (D&I).

Since 2020, our eight diversity and inclusion commitments have provided a tangible set of actions to drive positive change across Whitbread, improving experiences for under-represented communities among both our teams and guests.

Driving inclusion is an ongoing journey, and we remain committed to positive change, ensuring that we continue to value and celebrate difference.

Our commitments to greater 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. **Focus on data and insights to better understand individual experiences.**

Our commitments to greater inclusion

1. **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.**
2. **Amplify the voices of under-represented communities through the sponsorship of networks and forums.**
3. **Ensure policies and practices are inclusive of all under-represented groups.**
4. **Celebrate key events throughout the year.**

People are at the heart of what we do

With over 34,000 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.

We are proud of the external recognition we have received over the last 12 months. It is a reflection of the hard work and positive impact of our D&I commitments across the business, both in Operations and at our Support Centres.



An award-winning team

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 15th year in a row. This is an incredible milestone, and we are honoured to see our practice recognised externally.

top EMPLOYER United Kingdom 2025
FOR A BETTER WORLD OF WORK

Inclusion in awards 2024:



EDI Team of the Year



Role Model for Inclusion – Yasmin Mukhida-Olushola, Head of Brand Marketing

Stonewall LGBTQ+ INCLUSIVE EMPLOYER GOLD AWARD 2024

Stonewall Workplace Equality Index 2024

#10 overall **#1** in Hospitality

Business Disability Forum Disability Smart Awards 2024 Winner

Disability Smart Inclusive Recruitment Award 2024

INVESTING IN ETHNICITY TOP 25 ORGANISATION 2025 #6

Investing in Ethnicity Index:

#6

Overall #6 Employer in the Top 25

AWARDS FOR EXCELLENCE 2024 DISABILITY CHAMPION AWARD WHITBREAD sodexo

Springboard for Excellence Awards – Disability Champion



Our commitments to increasing *Diversity*

Progress towards our diversity targets

Senior leadership representation

Target 10% ethnic minority and 45% female representation* in our leadership population in 2026

Progress in 2024

In our leadership population as at end of FY2025:

Female representation

39.8%

Ethnic minority representation

9.3%

Looking forward

We continue to maintain focus on our 2026 targets with monthly reviews of progress reported to our Executive Committee

Middle management representation

Achieve greater ethnic diversity in our middle management population through stringent recruitment methods that mitigate bias (UK specific)

Progress in 2024

Delivered enhanced training for hiring managers to embed inclusive hiring principles

Monthly review of hiring outcomes reported to our Executive Committee

Looking forward

We plan to expand our focus from recruitment to encompass the entire talent cycle. With a particular focus on performance management processes and career development, our goal is to identify opportunities that, with the right initiatives, will help us achieve greater ethnic diversity in middle management

Investing in a diverse talent pipeline

Invest in our talent pipeline to ensure our diverse talent can be promoted equitably

Progress in 2024

Expanded our annual Talent Cycle to all Support Centre roles

Gender and ethnicity data included into all elements of the talent review processes, including development programme enrolment, to ensure bias can be mitigated throughout

Third successful year of summer internships at our UK Support Centre across a range of functions in partnership with the 10,000 Black Interns programme

Looking forward

Ongoing support of the 10,000 Black Interns programme in summer 2025 at our UK Support Centre

We launched our first-ever Data, Digital ad technology Graduate Programme where graduates rotate through four dynamic departments in the digital ecosystem that powers Whitbread. Shortlist principles ensure we have diverse representation in these departments, securing a diverse talent pipeline for future leadership roles

Collecting data to understand how our teams identify

Complete ethnicity pay gap reporting and share results with all our teams (UK)

Source better identity data and insight to understand individual experiences

Progress in 2024

Our 2024 Gender and Ethnicity Pay Gap Report demonstrates continued commitment to reviewing insights and publishing them internally and externally

We collect data in line with the 2021 UK Census around identity. We continue to promote this to our teams and encourage them to share their data

Looking forward

As we reach a minimum threshold, we plan to use this data to better understand differing experiences and undertake targeted listening sessions. This will help us understand the differing experiences within our teams



Click to view our **Gender and Ethnicity Pay Gap Report**

* UK Leadership community is defined by all roles at grades C20+.

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.

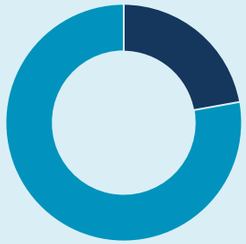
We've chosen to publish our gender and ethnicity statistics for all employees, including our Executive Committee and leadership community. These statistics are for our UK-based teams, and in line with ONS definitions for ethnicity.



Further detail on our representation levels across both gender and ethnicity, as well as our action plans, can be found in our **2024 Gender and Ethnicity Pay Gap Report**

Gender[1]

Executive Committee



Women	2	**22.2%**
Men	7	**77.8%**

Leadership population



Women	39	**39.8%**
Men	59	**60.2%**

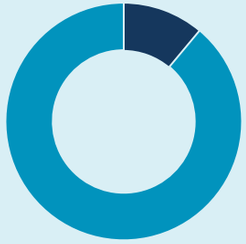
All employees[2]



Women	20,005	**63.3%**
Men	11,608	**36.7%**

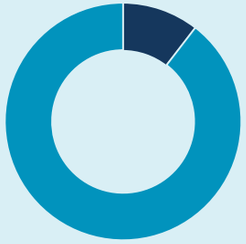
Ethnicity[3]

Executive Committee



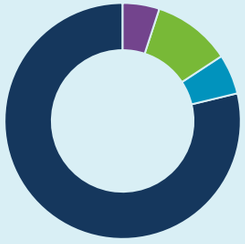
Ethnic minorities	1	**11.1%**
White	8	**88.9%**

Leadership population



Ethnic minorities	8	**9.3%**
White	78	**90.7%**

All employees



Black	1,416	**4.5%**
Asian	3,027	**9.6%**
Mixed ethnic	1,547	**4.9%**
White	22,292	**70.5%**

Our eight D&I commitments

We hold ourselves accountable to eight diversity and inclusion commitments.

Diversity

- Target 45% female representation and 10% ethnic minorities in our leadership community in 2026.
- Internal targets for greater ethnic diversity in middle management through stringent recruitment practices designed to mitigate bias.
- Invest in a diverse talent pipeline to ensure equitable promotion opportunities.
- Leverage data and insights to better understand individual employee experiences.

Inclusion

- Equip teams with diversity and inclusion fluency through mandatory training and an accessible D&I hub with learning resources.
- Amplify the voices of minority groups by sponsoring employee networks and forums.
- Ensure policies and practices are inclusive of minority groups.
- Celebrate key cultural and awareness events throughout the year.

1 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 89.5% of our employees have chosen to share their ethnicity with us.



Our commitments to championing Inclusion

Celebrating cultural events

Spanning the entire year, our vibrant cultural calendar reflects our diverse teams, giving 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 **here**

Our networks

enAble

GENDER EQUALITY NETWORK

GLOW LGBTQIA+ Network
Love • Unity • Equality

REACH
Race, Ethnicity And Cultural Heritage

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



Pride season

During Pride season, we strengthened our commitment to fostering an inclusive and welcoming environment for all. Our visual initiatives transformed our Support Centre with vibrant signage and 1,350 Pride Packs were distributed to our hotels and restaurants ensuring our spaces visibly reflected our commitment to nurturing safe spaces that welcome everyone.

Our Glow network proudly participated in multiple Pride parades across the country, marching in Luton, Manchester, and for the first time, Birmingham Pride parade. The network also partnered with Coca-Cola to support Albert Kennedy Trust (akt), the national LGBTQ+ youth homelessness charity. A portion of Coca-Cola Zero sales at participating sites raised £20,000 to help LGBTQ+ youth in need.

Importance of Pride sessions were also facilitated, where colleagues from the LGBTQIA+ community shared personal insights on why Pride matters to them. Additionally, team members were encouraged to share their pronouns on internal systems, reinforcing our belief in respecting and affirming individual identities.



Black History Month

Black History Month was an opportunity to embrace the theme 'Reclaiming Narratives', amplifying the voices of our Black colleagues with personal stories of their cultural heritage and the significance of Black History Month.

The REACH network hosted a Town Hall, offering colleagues the chance to meet network members while supporting Black-owned businesses on-site at our Support Centre. In collaboration with Black cinema, the network also hosted a watch party, screening a film that spotlighted historically significant stories from Black history. To further celebrate cultural expression, the network curated a Spotify playlist, showcasing powerful music that reflects Black heritage, identity, and creativity. They also embraced the dynamic spirit of Afro-Brazilian culture with a Capoeira dance class.

The celebrations extended across the business where teams were encouraged to celebrate by dressing in traditional clothing, celebrating cultural pride.



South Asian Heritage Month

This South Asian Heritage Month, our REACH network embraced the theme 'Free to be Me', honouring the rich diversity of South Asian identities and experiences within our teams. Through powerful storytelling, education, and celebration, colleagues shared their personal journeys and heritage, fostering deeper understanding and connection.

To support these stories, fact sheets were provided on each South Asian country, offering insights into their geography, cuisine, culture, and traditional clothing. The REACH network encouraged colleagues to embrace their cultural roots by wearing traditional attire, allowing teams to visually celebrate the vibrant tapestry of South Asian identities.

The occasion was marked with a celebratory event, bringing together the flavours, artistry, and rhythms of South Asian culture. The event featured authentic South Asian food, henna artistry, energetic Bhangra dancers, and the dynamic beats of dohl drummers, creating an immersive experience that honoured the vibrancy of South Asian traditions.

Celebrating cultural events continued



International Women's Day

On International Women's Day, the GEN Network embraced the theme 'Accelerating Action', driving meaningful conversations and initiatives to inspire progress and allyship. They hosted guest speakers with women who have navigated challenges, broken barriers, and led change in their industries. These speakers included DCI Philips who shared her insights from her journey in Counter Terrorism and Whitbread's General Counsel and Company Secretary, Clare Thomas, who reflected on navigating a male-dominated industry.

As part of our ongoing commitment to celebrating and uplifting women, this year marked the third annual GEN Superheroes Awards, recognising trailblazers who go above and beyond to champion inclusion at Whitbread, ensuring our workplace remains a space of empowerment and equity.

In alignment with accelerating action for workplace inclusivity, the GEN Network continued its efforts towards achieving a Menopause Friendly Certification, hosting menopause awareness sessions.



Supporting race equality

Race Equality Week and Black Inclusion Week are key moments in the calendar for the REACH Network, serving as powerful platforms to amplify voices, celebrate achievements, and drive action toward race equity. During these events, personal stories from colleagues brought lived experiences to the forefront, highlighting successes while illustrating the ongoing need to champion race equity.

To deepen awareness, the REACH Network shared educational resources that illuminated challenges often faced by people of colour, including microaggressions, empowering colleagues to recognise and address biases in everyday interactions. Taking action beyond awareness, the network provided allyship resources with actionable steps for colleagues committed to being anti-racist allies. Personal stories from allies enriched this conversation, inspiring more individuals to reflect on their allyship journeys and actively contribute to creating an inclusive environment.

A fundamental aspect of allyship is respecting and correctly pronouncing people's names, which is why the network re-energised the #MyNameIs campaign. This simple yet highly impactful initiative ensures that names are pronounced correctly, fostering respect, recognition, and belonging for all.

Celebrating World Menopause Day 2024 *at work*

World Menopause Day

World Menopause Day is an important date in the Gender Equality Network (GEN) calendar as they continue working towards achieving the Menopause Friendly Accreditation. This year, the theme focused on Hormone Replacement Therapy (HRT), highlighting the importance of education, access, and support for those navigating menopause.

To raise awareness, the network provided educational resources about HRT, ensuring colleagues had access to accurate information to foster understanding and informed conversations. Male allyship was a key focus, with initiatives designed to encourage active participation and empathy. The MenoVest challenge gave male leaders the opportunity to experience hot flushes, offering them a firsthand glimpse into one of the many symptoms of menopause. This initiative was complemented by Allyship in Action sessions, where male leaders shared their personal allyship journeys.

Allyship remained central to discussions, with GEN hosting a panel with employees sharing their personal experience with menopause, alongside insights from experts from Boots pharmacy. To further champion holistic wellbeing, the network organised a wellbeing showcase, welcoming local suppliers who offered self-care products designed to support health and wellness.



Our inclusion Networks

Our four inclusion networks are continuing to grow across Whitbread, contributing to great work to help us become more inclusive for our teams and guests. They have two key purposes:

- Provide a safe community where members of our minority groups, along with allies, can come together, share experiences and get involved in events across the year.
- Drive greater inclusion in Whitbread – through listening to communities, celebrating events across the year and taking an active part in delivering training. They are regularly asked to consult on policy reviews and other business initiatives to ensure we are inclusive of our minority communities, when considering existing or new projects or processes.

Championing race equity

REACH
Race, Ethnicity And Cultural Heritage

Our mission is to advocate for racial and cultural inclusion across Whitbread.

"Inclusion isn't just a feeling – it's a workplace culture built through intentional action, education, and representation. At REACH, we are committed to ensuring that every colleague feels seen, heard, and empowered to thrive. Race equity isn't a destination; it's an ongoing journey of learning, dialogue, and change. By fostering spaces where diverse voices are valued, we continue to build a workplace where authenticity and inclusion are celebrated every day."

Verity Davies
Chair – REACH

"Allyship is more than just words – it's action, courage, and commitment to dismantling barriers and addressing inequities. Being an anti-racist ally means listening, learning, and using your voice to challenge bias and create meaningful change. It's about standing up, speaking out, and ensuring that race equity isn't just a conversation but a fundamental part of how we work, lead, and support one another. The REACH Network is proud to inspire and equip colleagues with the tools to be active allies because real progress happens when we move together."

Akshay Agarwal
Chair – REACH

Highlights of the year:

INVESTINGINETHNICITY TOP 25 ORGANISATION 2025 #6

Recognised in Investing in Ethnicity's Top 25 Exemplary Employers and as Finalists for Best Employee Resource Group.

Rolled out the **#MyNameIs Campaign**, raising awareness about the importance of respecting individuals' names and cultural identities, supported by Sir Lenny Henry.



Launched the **REACH Community Forum**, providing a safe space for colleagues to share experiences, seek support and engage in discussions about race, ethnicity and cultural heritage.

Executive sponsor



Joe Garrood (he/him)
Chief Commercial Officer

Chairs



Verity Davies (she/her)
Resourcing Partner



Akshay Agarwal (he/him)
Regional Operations Manager

Helping people shine as their authentic selves

GLOW LGBTQIA+ Network
Love • Unity • Equality

Our mission is to ensure representation, inclusion and allyship for our LGBTQIA+ colleagues and guests.

"At GLOW, we believe that everyone deserves the space to shine as their authentic self. Inclusion isn't just about visibility – it's about creating a workplace where every LGBTQIA+ colleague feels safe, valued, and truly welcome, no matter how they identify. When we nurture belonging, we empower people to glow with confidence in who they are. Together, we are building a culture where individuality is celebrated, and no one has to dim their light to fit in."

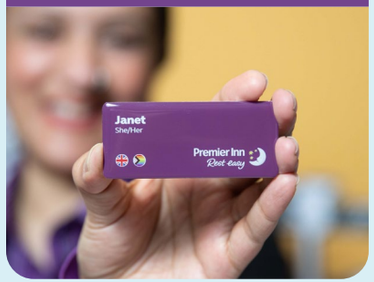
Adam Chater-Hannon
Chair – GLOW

Highlights of the year:

Hosted our **biggest Pride season**, attending three Pride events with over 100 team members, and ensuring that every hotel and restaurant received a Pride Pack to create awareness and promote inclusivity.



Nominated as **Network of the Year** at the Inclusion In Awards, recognising GLOW's continued efforts to drive LGBTQIA+ inclusion and support within the business and beyond.





£20,000

Partnered with Coca-Cola to raise £20,000 for akt (Albert Kennedy Trust), a charity supporting LGBTQIA+ young people facing homelessness.

Executive sponsor



Rachel Howarth (she/her)
Chief People Officer

Chair



Adam Chater-Hannon (he/him)
Project Manager – Optimisation South

Breaking barriers for gender equality

GENDER EQUALITY NETWORK

Our mission is to strive for equal opportunities, fair representation and inclusive workplace policies for all genders.

"Gender equality benefits both men and women, creating stronger, fairer workplaces for everyone. Male allyship is not just about support—it's about action. When men actively advocate for equality, challenge biases, and amplify women's voices, we build inclusive environments where everyone thrives."

Nathan Battle
Chair – GEN

"Breaking barriers means ensuring everyone, regardless of gender can thrive without limits. We aim to achieve true equality by supporting each other, challenging biases, and fostering a workplace where talent, ambition, and opportunity define success."

Sally King
Chair – GEN

Highlights of the year:

Strengthened menopause support and have submitted for our **Menopause Friendly Accreditation**.

Recognised mental health during **International Men's Day**.

Hosted a session with a police officer sharing her journey in **counter-terrorism and the power of negotiation**.

Delivered a **menopause awareness session**, providing insights and access to support.

Held a **fireside chat with Clare Thomas**, exploring her experiences navigating a male-dominated industry, overcoming challenges and embracing resilience.

Ran our **Superhero Awards** for the third year running, celebrating colleagues who champion gender equality.

Executive sponsors



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



Hemant Patel (he/him)
Chief Financial Officer

Chairs



Nathan Battle (he/him)
People Partner - UK Branded Restaurants & UK People Plan Lead



Sally King (she/her)
Head of Internal Audit

Enabling everyone to thrive

enAble

Our mission is to be an inclusive hospitality business for people living with hidden and/or visible disabilities, by removing the barriers to access for our colleagues, guests and customers.

"Accessibility is about creating pathways for everyone to thrive. Employment should be an opportunity open to all, regardless of ability. That's why we launched the Thrive Programme, ensuring young people with special educational needs receive the support, resources, and opportunities they deserve. By partnering with specialist colleges, we're breaking down barriers and building an inclusive future – one where talent and potential take centre stage."

Tracy Bishop
Chair – enAble

Highlights of the year:

Expanded the **Thrive Programme** to colleges in Liverpool and Lincoln.



300

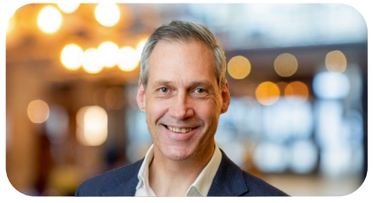
Delivered **autism awareness training** to over 300 managers, Support Centre colleagues and senior leaders.

Continued our support for Purple Tuesday and the **Hidden Disability Sunflower Scheme**.

Executive sponsors



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



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

Chair



Tracey Bishop (she/her)
Regional Operations Manager



External partnerships and community *Engagement*

Our partnerships reflect our commitment as a socially responsible business to make a positive impact in the communities in which we operate. We take great pride in building sustainable partnerships to create meaningful opportunities and pathways to employment.

Our Thrive Programme partners with special educational needs (SEN) colleges, to support young people with special educational needs in their journey to employment through internships.

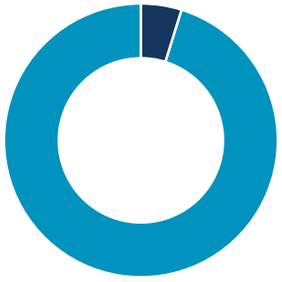
Our partnership with Barnardo's supports care-experienced young people into employment at Whitbread through a pre-employment programme.

Supporting our communities

We want to increase the number of people with learning difficulties in paid employment, which currently stands at 4.8% across the UK. Our aim is to have 100 supported internship placements per year at Premier Inn.

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

4.8%



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

39%





Helping people thrive

With our Thrive Programme, we establish specially designed mini-Premier Inn hotels on site as a training facility. These offer hands-on experience across hospitality roles like housekeeping and reception.

We employ many of the participating interns in permanent roles. The programme has also been instrumental in building confidence and equipping young people with essential life skills, regardless of their career paths beyond hospitality.

This year we expanded our Thrive Programme beyond our long-standing partners Derwen College in Oswestry and Hereward College in Coventry. We received 106 expressions of interest from SEND and FE colleges to join the Thrive Programme. New partnerships have been established in Liverpool and Wirral with Wirral Met and seven local authorities, and with Lincoln Specialist College and local authorities.

For more information, see the Whitbread website



Care-experienced young people

Our goal is to be able to attract, hire and develop care-experienced young people at scale, offering meaningful careers.

To build our capability and knowledge in this area, we have partnered with Barnardo's to pilot pre-employability programmes for care-experienced young people.

The programme focuses on building skills and confidence, and includes areas such as customer service and communications, work experience on site and interview practice. The goal is to secure permanent employment for those participating at one of our local Premier Inn hotels at the end of the employability programme.

This year, we ran a series of pilots with Barnardo's in Glasgow and Birmingham, with 30 young people attending a programme. So far, eight young people are now in employment or part of our talent pipeline for a future role.

WHITBREAD PLC

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Dunstable
Bedfordshire
LU5 5XE

www.whitbread.co.uk/investors

Produced by

designportfolio