

WHITBREAD PLC

Diversity and Inclusion Report 2022/23

We Value Difference at Whitbread



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Whitbread as a Force for Good

With over 40,000 team members, people are at the heart of our business, and together we are a **Force for Good**. Our sustainability strategy is focused on enabling people to live and work well, while also protecting the environment on which we all depend.

As the UK's largest hotel business and one of the top employers in the country, it is only right that people are at the centre of our sustainability strategy. We seek to be a positive Force for Good in people's lives, whether you work for us, are staying with us, or contribute to our global supply chain.

Our strategy is underpinned by three pillars, each of which has a series of overarching goals, targets and KPIs. We also work to align our work with the business's overarching strategic goals; to grow and innovate in the UK, to grow at scale in Germany and to enhance our capabilities to support long-term growth.

In 2022, we made good progress against existing targets. We also set new targets in areas where we identified an opportunity to do more, for example on water reduction.



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, with a quality food and beverage (F&B) offering, and a rapidly expanding presence in Germany.

What we do

We provide quality, affordable hotel rooms for our guests, offer great value food and beverages, create value for our stakeholders and deliver long-term sustainable returns for our shareholders, all 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.

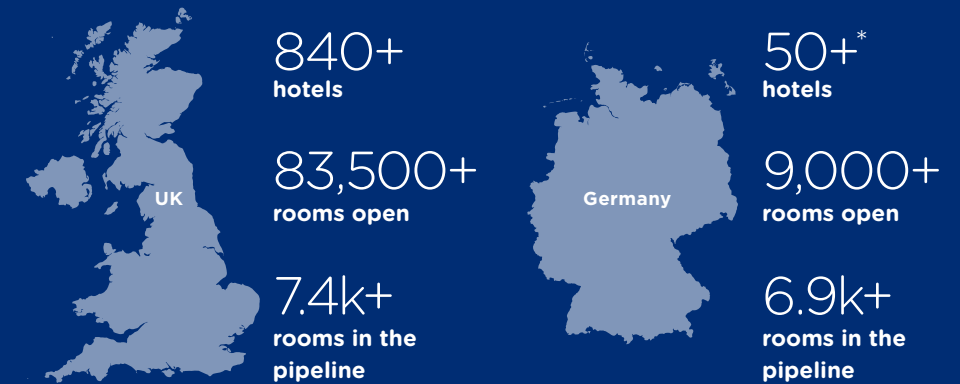
Our brands

We're hospitality experts, running some of the UK's most-loved brands, including Premier Inn, Beefeater, Brewer's Fayre, Bar + Block, Cookhouse + Pub and Whitbread Inns. We offer a great night's sleep that everyone can count on, with a choice of rooms, flexible rates and a great breakfast to start your day.



Where we are

We employ over 40,000 people across the UK and Germany.



* Includes one site in Austria

Our core Force for Good team in the UK supports the German and joint venture organisations with their own sustainability strategy, aligning to our international approach to ESG with our core Force for Good programme.

FORCE FOR
GOOD

What makes us different

Force for Good is our long-established Company-wide sustainability strategy. It matters to us and to our stakeholders, and we think it is a business differentiator. The Force for Good strategy, and the industry-leading targets that sit within it, are fully embedded across our business and are delivered by our 40,000 team members. Together we are a Force for Good.

People are at the heart of what we do



With over **40,000 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.



Our commitment to our people and culture is demonstrated through our 'Top Employer' award in the UK, from the Top Employers Institute - for the 13th year in a row. This is an incredible milestone, and it is pleasing to see our practice recognised externally.



Winner

retail, tourism and hospitality
employer in the 2022 Multicultural
Apprenticeship Awards



GOLD

award for excellence in the 2023 Stonewall
Workplace Equality Index



Top 100

in the 2023 Stonewall Workplace
Equality Index



Top 100

in the 2023 Financial Times Diversity
Leaders Index



Top 25

and 'Advanced Employer' award in
the Investing in Ethnicity Index



Our Commitments to Increasing Diversity

Diversity commitments

Diversity and inclusion



At Whitbread, we value difference. Our commitment is to be for everyone, championing inclusivity and driving diversity. We believe in no barriers to entry and no limits to ambition, no matter how you identify, and we aim to bring this to life through our commitments to diversity and inclusion (D&I).

Our eight Diversity and Inclusion commitments have remained the same since 2020, and continue to give us a tangible set of actions that we are committed to delivering – positive actions that we can see are driving change across Whitbread for many of our under-represented communities – among both our teams and our guests.

We are proud of the external recognition we have received over the last 12 months. This reflects the hard work, effort and impact our D&I commitments are having across the business, both in Operations and at our Support Centres. We know that driving inclusion is an ongoing journey, and we always have more work to do.

Together, we are determined to drive positive change to enable us to be more inclusive and demonstrate that we value difference.



Our commitments to greater diversity:

- Have greater diversity in our leadership community, with a target of 8% ethnic minority and 40% female representation by the end of 2023, stretching to 45% female representation and 10% ethnic minorities by the end of 2026;
- Have targets for greater ethnic diversity in our middle management population through stringent recruitment practices that mitigate individual biases;
- Invest more in a diverse talent pipeline to ensure we can promote diverse talent equitably; and
- Get better data and insight to understand individual experiences further.

Our commitments to greater inclusion:

- Equip our teams to be fluent around diversity and inclusion, through mandated development and having an accessible D&I hub;
- Amplify the voices of all our minorities, through the sponsorship of networks and forums;
- Review our policies and practices to make sure they are inclusive of minority groups; and
- Celebrate key events throughout the year.




No 53

in the Stonewall Top 100
Workplace Equality Index

Diversity and inclusion continued

Diversity commitments and progress

Commitments and targets	Progress in 2022	Looking forward
<p>Diversity targets for senior leadership population</p> <p>Target 8% ethnic minority and 40% female representation in our leadership population by the end of 2023 (UK only)</p> <p>In Germany, a target of 50% female representation in leadership by 2023</p>	<p>In our leadership population as of 28/02/2023:</p> <ul style="list-style-type: none"> • 40.4% female representation • 6.7% ethnic minority representation • 50% female representation in our German leadership team 	<p>Following the end of 2023, our further stretching targets (UK specific) will help us further improve leadership representation (UK only). By the end of FY26, we aim to have:</p> <ul style="list-style-type: none"> • 45% female representation; and • 10% ethnic minority representation.
<p>Diversity targets for middle management population</p> <p>Greater ethnic diversity in our middle management population through stringent recruitment methods that mitigate bias (UK specific)</p>	<p>This year we have placed a focus on Leadership Hiring Principles for all senior leadership roles, which includes having a diverse shortlist (both gender and ethnicity).</p> <p>In addition, we have completed a thorough review of our selection process for Operations Leadership roles and put a focus on embedding the tools already introduced into recruitment processes.</p>	<p>A functional focus that allows each part of our business to use the D&I tools available to meet their needs.</p>
<p>Invest in a diverse talent pipeline</p> <p>Invest more in our diverse talent pipeline to ensure our diverse talent can be promoted equitably</p>	<p>Gender and ethnicity data continue to be part of our standard talent review processes, ensuring bias can be mitigated throughout.</p>	<p>A focus on developing key talent for the future, both at entry level as well as future leadership.</p> <p>Internships, as part of the 10,000 Black Interns scheme, are planned for summer 2023 at our Support Centres across a range of functions.</p>
<p>Collect data to understand how our teams identify</p> <p>Complete ethnicity pay gap reporting and share results with all our teams (UK)</p> <p>Get better identity data and insight to understand individual experiences</p>	<p>We externally published our Ethnicity Pay Gap for the first time, alongside our Gender Pay Gap. Click here to view the report.</p> <p> Find out more online</p> <p>This year we have taken a large step forwards in the collection of identity data, and are proud to be able to collect data in line with the 2021 UK Census around identity. We can use this to understand differing experiences, undertake wider pay gap analysis, and understand even more about our teams and how representative we are.</p>	<p>Continue to encourage our teams to disclose their identity data, so that in future we are able to produce pay gap reporting for areas such as disability and sexual orientation.</p>

Diversity and inclusion continued

Our Gender and Ethnic Diversity at Whitbread

Whilst we know that there are many ways our teams' identify and these extend far beyond binary gender and ethnicity, it is important for us to report externally using the data that is available to us.

This is why we have chosen to publish our gender and ethnicity statistics, for both our Executive Committee, Leadership Community and all employees. These statistics are for our UK based teams.

Further detail on our representation levels across both gender and ethnicity, as well as our action plans, can be found in our 2022 Gender and Ethnicity Pay Gap report, available on our website or by clicking here.

This year, we have made improvements to our HR system to allow our UK teams to share with us more detail about their gender identity, sexual orientation, and disability, should they choose to.

We are hopeful that in future years this will allow us to do similar pay gap reporting across these identity areas.

Gender¹

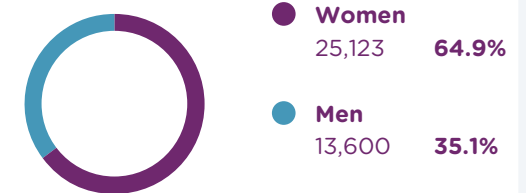
Executive Committee



Leadership community



All employees



¹ As an inclusive organisation, we recognise all gender identities, and understand that not all our teams will identify as male or female.

Ethnicity²

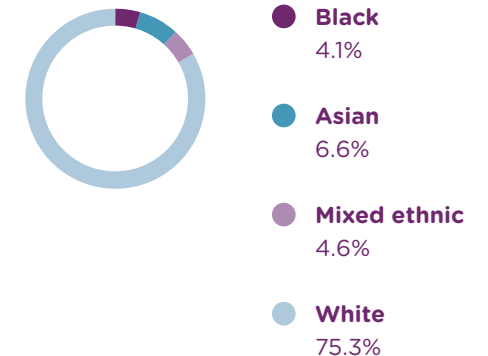
Executive Committee



Leadership community



All employees



² The information provided is discretionary, and not all members of the Executive Committee and Leadership community have chosen to share their ethnicity with us. ³ 90.5% of our teams have chosen to share their ethnicity with us.



Our Commitments to Championing Inclusion

Our Commitments to Championing Inclusion

Celebrating cultural events

We continue to have a fantastic cultural calendar that runs throughout the year, which is now well embedded across the business, and allows our teams to connect with different events of importance.

Our Inclusion networks have taken a leading role in communicating, celebrating and commemorating these dates with our teams across the business. Whilst we have celebrated many events throughout the year, here is a showcase of some of our networks' favourites.



International Women's Day

Celebrations were led by our Gender Equality network, who shared stories both within Whitbread and externally, showcasing some of our great female teams and leaders, and what #EmbracingEquity meant, both to them and to allies across Whitbread. We also launched our 'International Women's Day Superhero' awards across Operations and Support Centre, allowing our teams to nominate in a number of categories inspiring women and inspiring allies for equity.

Black Inclusion Week

We spent the week listening to our Black community about their experiences working for Whitbread, facilitated by our partners at INvolve alongside our Race, Religion and Cultural Heritage network.

Pride Season

For Pride Month (June), we visually showed our support for our LGBTQ+ community, both through our signage at our Support Centres and through the optional packs our sites could order to celebrate Pride in their location. Led by GLOW, this was really well received by our teams across both Premier Inn and Restaurants. The packs also contained educational resources for our teams so they could understand and build their allyship further.

Our GLOW network marched in Manchester Pride in August 2022, which was a fantastic highlight for the whole community to be together, marching for LGBTQ+ equality through the streets of Manchester.

World Menopause Day

Our Gender Network led on engagement, confirming our commitment to become a Menopause Friendly Employer.

We also communicated our Workplace Guide to Menopause with teams across Support Centre and Operations. The guide was translated into five additional languages to support our Operations teams where English isn't their first language, and this was launched on World Menopause Day, alongside our Menopause Support Groups.

Purple Tuesday & the launch of the Hidden Disabilities Sunflower

Purple Tuesday is movement striving to improve customer experience for disabled people and their families year-round. Celebrated on 1st November, Whitbread chose to be the UK sector sponsor for hospitality in 2022.

Part of Purple Tuesday is to have a pledge, ours was to launch Hidden Disabilities Sunflower across the UK business.

Hidden Disabilities Sunflowers enable people with invisible disabilities to discreetly indicate they may need additional support, help or a little more time with their transaction – such as checking in or ordering a drink or meal.

Recognising that without a visual cue, it can be difficult for people – including those working in hospitality – to identify, acknowledge, or understand the daily barriers faced by people living with an invisible disability, the Sunflower cleverly allows guests to choose to wear a lanyard featuring the Sunflower logo to indicate they may need extra assistance.

Non-visible disabilities can be physical, mental or neurological and include, but are not limited to, autism, cognitive impairments such as learning difficulties and dementia, as well as mental health conditions, speech or visual impairments or hearing loss. They also include respiratory and chronic conditions such as asthma, diabetes, chronic pain and even sleep disorders.

In addition to delivering the Hidden Disabilities Sunflower training across all our sites, we are also now displaying information in all our hotels and restaurants across the UK, showing we are a 'Sunflower-friendly' business.



Our inclusion networks

Our inclusion networks

Our four inclusion networks are now well established across Whitbread, which is pleasing progress over the last 12 months. They have two key purposes:

- Provide a safe community for our minority groups, along with allies who also wish to join; and
- Drive greater inclusion in Whitbread – through listening groups, celebration of events and taking an active part in delivering training. They are also regularly used across our business to consult on business initiatives, ensuring we are inclusive of our minority communities in our approach. Over the last year, they have been part of the design of the Whitbread Celebrates awards event, our Support Office re-design, discussions around uniform and work around our values.



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

Executive Sponsors:

Mark Anderson, MD of Property and International
Simon Ewins, MD of UK Hotels & Restaurants

Chairs:

Matthew Yates, General Counsel (PI & Restaurants)
Tracey Bishop, Regional Operations Manager

Highlights of the year:

- Launch of workplace adjustments policy to our teams
- Launch of Hidden Disability Sunflowers across Whitbread
- Signed up to Disability Confident level 1, and working towards level 2
- Launched a new learning module, 'Supporting Guests with Disabilities'
- In partnership with Hereward College, our first internship cohort, supporting young people with disabilities to find meaningful employment, started

Timeline:

- **2013**
Partnership with Derwen College starts
- **2018**
Partnership with Project Art Works starts
- **2019**
Partnership with Hereward starts
- **May 2021**
enAble named by our teams
- **September 2021**
Membership of the Business Disability Forum starts
- **November 2021**
Listening sessions for our teams with disabilities
- **May 2022**
Achieve Disability Confident level 1
- **September 2022**
Interns from Hereward College start their placements
- **October 2022**
Neurodiversity Lunch and Learn launched
- **November 2022**
Hidden Disabilities Sunflowers launched
Sector Sponsorship of Purple Tuesday



Our inclusion networks continued



Our aim is to create an environment where, whatever your gender identity, we have consistency in equality of representation, reward and opportunity. We welcome women, men and those who are gender diverse or use another term.

Executive Sponsors:

Rachel Howarth, Chief People Officer
Hemant Patel, Chief Financial Officer

Chairs:

Sally King, Head of Internal Audit
Nathan Battle, HR Business Partner

Highlights of the year:

- Celebrated International Women's Day, International Men's Day and World Menopause Day with our teams
- GEN Superheroes Awards showcasing amazing individuals who have driven gender diversity in Whitbread
- Committed to becoming a Menopause Friendly Employer and progressing towards accreditation
- Menopause Support Groups established across UK Operations and Support Centre
- Delivered training to our internal Menopause Champions
- A focus internally on the following three areas: flexibility, family friendly and gender-related health

Timeline:

- **February 2021**
Network set up and first meeting
- **October 2021**
Whitbread Guide to Menopause launches
- **November 2021**
Listening sessions for our teams around flexibility and family friendly
- **January 2022**
Three workstreams – flexibility, family friendly, gender-related health – established
- **March 2022**
Panel event for International Women's Day
- **September 2022**
Sign up to become a Menopause Friendly Employer

Held out First Menopause Support Group
- **February 2023**
Visit from Mims Davies MP to showcase our work on menopause
- **March 2023**
International Women's Day

Menopause training with our GEN network



Our inclusion networks continued

GLOW

GLOW is our LGBTQ+ network, committed to creating an environment at Whitbread where, regardless of your sexual orientation and gender identity, you can bring your best self to work, through focusing on our working practices. We recognise and welcome people of all sexual orientations and gender identities.

Executive Sponsors:

Chris Vaughan, General Counsel

Chairs:

Katie Birchall, HR Business Partner
Matthew Case, Head of Bar and Block

Highlights of the year:

- Celebrated Pride Month with our sites
- Attended Manchester Pride march, our first Pride event post-COVID
- Completed the Stonewall Workplace Equality Index Submission – and were awarded a Gold Award for Excellence, 1st in Sector and a Top 100 (no 53) ranking
- Celebrated events across the year such as LGBTQ+ History Month, Trans Day of Visibility, Trans Awareness Week and International Non-Binary People's Day
- Launched the 'We all need to be seen' campaign, allowing our teams to share their gender identity and sexual orientation on our HR system in a confidential way

Timeline:

- **2015**
GLOW network set up
- **2018**
Attended Brighton Pride, Manchester Pride, Glasgow Pride and London Pride
First submission to the Stonewall Workplace Equality Index
- **2021**
Updated Blood-Borne Virus Policy
Signed up to Trans in the City
- **September 2021**
Trans and Non-Binary Policy launched
- **November 2021**
Listening sessions for our LGBTQ+ community
- **February 2022**
Stonewall Gold Award and 1st in Sector in the 2022 Workplace Equality Index
Pronouns available on name badges – Premier Inn
- **August 2022**
Attended and marched in Manchester Pride
- **September 2022**
Optional Identity Data launched on HR
- **December 2022**
Pronouns available on name badges – Restaurants
- **February 2023**
Ranked '53rd', Stonewall Gold Award and 1st in Sector in the 2023 Workplace Equality Index



Our inclusion networks continued



Our mission is to ensure that everyone at Whitbread, regardless of their race, religion or cultural heritage, feels free to be their authentic self.

Executive Sponsors:

Nigel Jones, Group Operations Director
Simon Jones, MD for Premier Inn & Restaurants, UK and Global Commercial Director

Chairs:

Arash Kang, Commercial Counsel
Yasmin Mukhida, Head of Brand Marketing

Highlights of the year:

- Led on a UK-wide listening programme, alongside our partners INvolve, to understand more about our Black colleague experience and how we can improve it. Learnings from this were translated into an action plan which the network worked alongside the Centre of Excellence on delivering
- Celebrated numerous religious and cultural events with the Whitbread communities, including Eid al-Fitr, Diwali, Race Equality Week and Black History Month
- Achieved Top 25 ranking and Advanced Employer status in the Investing in Ethnicity index, due to much of the hard work and activity led by the network

Timeline:

- **November 2020**
Network set up and first meeting
- **February 2021**
First Ethnicity Pay Gap Report created
- **March 2021**
New Religious Leave policy launched
Signed up to the Halo Code
- **April 2021**
Guide to Ramadan launched
- **November 2021**
Listening sessions for ethnic minorities
- **May 2022**
Listening to our Black Colleagues to understand their experience
- **September 2022**
Ethnicity Pay Gap Report shared externally
Ranked in the Top 25 companies and an Advanced Employer in Investing in Ethnicity matrix
- **October 2022**
Race Fluency Sessions launched
- **March 2023**
Guide to Faith launched





External partnerships

External partnerships

Supporting Young People with Special Educational Needs into paid employment with Premier Inn



Our partnerships with Derwen and Hereward College - supporting those with disabilities into paid employment

We are proud to have strengthened our partnerships with Derwen College in Oswestry, Shropshire, and Hereward College in Coventry over the last 12 months. Both colleges specialise in working with young people with disabilities, and provide inspirational learning, development and care, to help the students achieve their aspirations and transform their lives.

Both colleges have a mini fully functioning Premier Inn, which has three bedrooms, a laundry room and a reception area, to allow students to gain real experience in a safe, simulated space. During their course in 2022, we have worked closely with Hereward



College, and our first cohort of interns started their nine-month internship in September 2022, which will run through until June 2023.

We are working closely with the team at Hereward to ensure that the experience is really positive for our interns, who are based in one of our local Premier Inn sites close to the college. Successful completion of the internship can lead to permanent employment for the interns, and it is our hope that they will come and join us once they graduate.

We are really proud of our two partnerships with Derwen and Hereward College, and, as a business that cares about being a Force for Good, believe we can make a difference in the communities we operate in years to come.



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