

WHITBREAD PLC



**DIVERSITY AND
INCLUSION
REPORT 2021/22**

WE VALUE DIFFERENCE


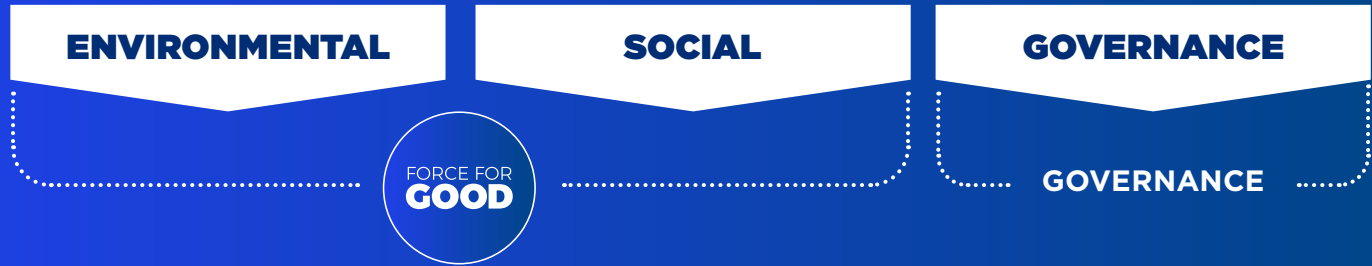
**AN EXCERPT FROM OUR ENVIRONMENTAL,
SOCIAL AND GOVERNANCE REPORT 2021/22**

ABOUT THIS REPORT

This report focuses on Whitbread’s progress against our Diversity and Inclusion commitments. It forms part of our Environmental, Social and Governance (ESG) approach under our sustainability strategy ‘Force for Good’.

Diversity and Inclusion is a core element of our ‘Opportunity’ pillar, where we address some of our most material social impact.

➤ The detail shared in this report is taken directly from the Whitbread ESG report 21-22. [Click here](#) to view the full report on the Whitbread website.

Our commitments to Diversity and Inclusion

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Credentials and recent achievements

Stonewall Gold Award
for commitment to **LGBTQ+ inclusion** at work



Financial Times Diversity
Leaders Index award
Placed **24** out of **750** companies across Europe



Our leadership population has **41% female representation**, meaning we are on track to exceed our target of 40% by the end of **2023**



ABOUT WHITBREAD

A FOCUSED HOTEL GROUP

Whitbread is a leading hospitality business and the owner of Premier Inn, the UK's biggest hotel brand.

We are the number one hotel operator in the UK and have a growing footprint in Germany. We offer quality accommodation at affordable prices, with more than 870 hotels and over 34,000 team members in the UK and Germany.

With this scale of operation, we have a significant impact on the environment and the communities in which we operate.

Our ambition

To be the world's best budget hotel brand.

Our purpose

To provide quality, affordable hotels for our guests to help them to live and work well, and to positively impact the world around us.

Our values



Genuine

Really caring about our customers



Confident

Striving to be the best at what we do



Committed

Working hard for each other

We employ over 34,000 people in the UK and Germany

UK



841

hotels

82.2k

rooms

8.3k

rooms in the pipeline

Germany



35

hotels

5.8k

rooms

8.4k

rooms in the pipeline

Our brands

Whitbread operates some of the UK's most loved brands. Full ownership of our brands enables us to provide a consistent customer offering of quality and value across both our hotels and restaurants.



Stakeholders



Teams



Community



Customers



Pension Trustees



Investors/
Shareholders



Lenders



Suppliers



NGOs

ABOUT WHITBREAD CONTINUED

Force for Good strategy

Whitbread's commitments and targets, and how they align with the Sustainable Development Goals (SDGs)

S OPPORTUNITY

A team where everyone can reach their potential. No barriers to entry and no limitations to ambition.



→ Read more in our full ESG report

S COMMUNITY

Making a meaningful contribution to the customers and communities we serve.



→ Read more in our full ESG report

E RESPONSIBILITY

Always operating in a way that respects people and the planet.



→ Read more in our full ESG report

FOCUS OF THIS REPORT

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

- › We will actively seek to break down all barriers to entry and be an inclusive and representative prospective employer
- › Our people will feel represented and respected, no matter how they identify

We will have industry-leading training and development schemes

- › Through our apprenticeship programmes, we will support people to find and develop their hospitality careers
- › We aim to promote internal succession above external recruitment and will support our teams in this endeavour
- › We will be bold about broadening career opportunities, supporting cross-functional and meaningful career development

Team member wellbeing will be considered in everything we do

- › We will listen genuinely to our teams, ensuring their views help inform decision making
- › We will support the physical and mental wellbeing of our teams

We will make a positive contribution to the communities we serve

- › For every new site, we will donate our time to actively supporting local community activity

Working collaboratively with our teams and supply chains, we will support our charity partner to meet its mission

- › We will raise £20m for Great Ormond Street Children's hospital by 2020

We will support the wellbeing of our guests and customers

- › We will improve the nutritional value of our menu by continuing to reduce sugar, salt and calories, and will continue to develop inclusive menus for customers with a range of dietary needs. We will do this in a responsible and transparent way whilst maintaining great taste, quality and value for money for our guests
- › We will strive to be a leader in our sector for delicious, appealing and healthier children's food

We will source responsibly and with integrity

- › Human rights will be respected across our business and value chain
- › We will work with our supply chains to source to internationally recognised sustainability standards

We will reduce our environmental impact

- › We will eliminate unnecessary single-use plastic by 2025
- › We will cut food waste by 50% by 2030
- › We will not send any waste to landfill
- › We will minimise water use across our business and champion water stewardship with high-risk areas
- › We will reduce our Scope 1 and 2 carbon emissions intensity by 80% by 2030 and net zero by 2040
- › We will reduce our Scope 3 carbon emissions intensity by 50% by 2035 and 64% by 2050

We will always do business the right way

- › We will always operate with integrity and respect
- › We will always support our people and partners to do the right thing
- › We will always be honest and transparent in our communication

DIVERSITY AND INCLUSION

DEMONSTRATING HOW WE VALUE DIFFERENCE AT WHITBREAD

No matter their reason for visiting, everyone is made to feel welcome, and we wouldn't have it any other way. But this goes far beyond the guests we host, it's at the core of our business.

We believe that embracing difference is not only the right thing, it's the smart thing. Diversity in people creates diversity of thought, and diversity of thought leads to new ways of thinking and doing.

So we aren't just accepting of difference, we value it and we welcome it with open arms.

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).

1st

Gold Award for Excellence and 1st in sector in the 2022 Stonewall Workplace Equality Index



24

Ranked 24th in the Financial Times Diversity Leaders Index



Our commitments to change



Diversity targets for senior leadership population



Diversity targets for middle management population



Invest in a diverse talent pipeline



Collect data to understand how our teams identify



Equip our teams to be confident and capable in D&I



Active networks that give minority groups a voice



Review our policies and practices



Celebrate key events

Our Diversity and Inclusion Commitments, published in 2020, continue to give us a tangible set of actions that we are committed to delivering – positive actions that we know will make a difference to our teams, our guests and what we stand for, across our business in the UK and Germany.

We're pleased to receive external recognition for the progress we have made and will continue to build on this in 2022. We know we have more work to do, and together we are determined to drive positive change to enable us to be more inclusive and demonstrate that we value difference.

OUR DIVERSITY COMMITMENTS

We have four diversity commitments, including improving the representation of minority groups in our management structures. We want to be as diverse as the guests we serve, at all levels of the organisation, and recognise that whilst we have made good progress, like lots of businesses, we still have more to do.

Driving diversity through our recruitment and talent management practices continues to be important, mitigating bias in our decision making as well as a focus on future talent. Alongside this, continuing to collect identity data that can be used to understand differing experiences, and undertaking pay gap analysis, allows us to understand even more about our teams and how representative we are.

Whilst elements of these targets are different in the UK and Germany, there is a common approach to the diversity commitments across both territories.

We were proud to be recognised in the FTSE Women Leaders 2022 Index in the top 10 for Executive/Direct Reports female representation. At a senior level, we recognise that whilst we have made some positive shifts in representation of females and ethnic minorities, we have more to do.

A key action for FY 23 will be the focus on developing an internal talent pipeline that will help drive greater female and ethnic minority representation at senior levels, through mentoring, sponsorship and development programmes for our high potential talent.

Commitment

Target 8% ethnic minority and 40% female representation in our leadership population by the end of 2023 (UK only)

In Germany, a target of 50% female representation in leadership by 2023

Progress in 2021

In our leadership population:

- › 41% female representation
- › 5% ethnic minority representation
- › 51% female representation in our German Leadership team
- › This progress vs target has been assured to ISAE3000 standard. [Click here for assurance report](#)

Looking forward

Further stretching targets (UK specific) have been approved, up to FY 26:

- › 45% female representation
- › 10% ethnic minority representation

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

- › Implementation of Leadership Hiring Principles for all senior leadership roles, which includes having diverse shortlist
- › A thorough review of our selection tools at all levels
- › Training for all Support Centre hiring managers on bias and how to mitigate it

A functional focus that allows each part of our business to set relevant targets for increasing representation

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

- › Gender and ethnicity data is now part of our standard talent review processes, ensuring bias can be mitigated throughout

A focus on developing key talent for the future, both at entry level as well as future leadership

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

Get better identity data and insight to understand individual experiences

- › Ethnicity pay gap reporting was completed in 2020 and 2021, and shared internally with our teams
- › Gender pay gap reporting has been completed every year since 2017, [click here to view the latest report](#)

Developing our HR system to capture additional identity fields, including gender identity, sexual orientation and disability

OUR INCLUSION COMMITMENTS

Our four inclusion commitments help create a culture where everyone is able to belong and to be themselves at work, creating an environment where diversity is valued. Over time, we believe this will drive further diversity at all levels, which, in turn will create better outcomes for our teams and guests.

Our four commitments are based on a combination of external best practice and an understanding of what is important at Whitbread.



Equip all our leaders and teams to be fluent around diversity and inclusion, through mandated development

Education is a key component in our Diversity and Inclusion strategy. There are various topics of importance, including increasing the understanding of different lived experiences, as well as fundamental topics such as bias, privilege and allyship. Over the last 12 months, we have supported those in leadership and management roles across the UK and Germany to understand differing experiences, how bias can play a part in decision making and how they can commit to being an ally to under-represented groups.

We have invested in the education of our leaders and teams, and are pleased to work in partnership with INvolve, who have supported us in delivering development to our line managers, leaders, Executive Committee and Board in 2021.

Amplify the voices of all our minorities, through the sponsorship of networks and forums



During the year, we have created new Inclusion networks focusing on Race, Religion & Cultural Heritage, Disability and Gender Equality, to join our established LGBTQ+ network. It is important that our under-represented groups have safe communities they can join to share experiences – either as they are part of the community, or because they want to become a better ally. These groups are self-organised, made up of people throughout the business at all levels, and all have Steering Committees led by an Executive Sponsorship. We are proud that they are also there to drive our business to be more inclusive, providing consultancy and support to business leaders and teams, and working closely with our Diversity and Inclusion Centre of Excellence.

In Germany, we have recently created local Inclusion networks focused on LGBTQ+, Nationality and Disability. Whilst having local networks is important to ensure they are culturally relevant, our Steering Committees work together, sharing best practice and celebrating international events together.

OUR INCLUSION COMMITMENTS

CONTINUED

In addition, we have invested in development for those on our network Steering Committees, through facilitated learning sessions, allowing them to understand the role of the network and how they can participate to drive change.

Listening to our under-represented groups is also a critical part to understanding their experience and amplifying their voice. Our networks led group-wide listening groups in autumn 2021 on topics such as LGBTQ+ inclusion, family-friendly, flexibility, gender-related health, and race, religion and cultural heritage. These safe, confidential sessions run by peers allowed our teams to share their experiences. The learnings from these contributed to our People Plan priorities for FY 23, ensuring we are listening and acting on areas that make a difference.



Review organisational policies to ensure they are inclusive of minority groups

During the year, we undertook a thorough review of our people policies to identify opportunities to improve. We have launched new policies and guides, including a Guide to Fasting at Ramadan, a Workplace Guide to Menopause and a Gender Identity and Transitioning Policy. In addition, we have reviewed our appearance policy and added additional sections around religious dress and gender identity, and we also reviewed our family-friendly policies to ensure they are inclusive of all gender identities. Our site teams are also now able to have their pronouns on their name badges, should they wish to.



Our guest policies are also an important component. We recently launched a 'Guide to Kindness', which is on display in all our sites in customer and colleague areas. This details our stance on abusive behaviour from guests, including zero tolerance to discrimination of any kind.



OUR INCLUSION COMMITMENTS

CONTINUED

Celebrating key cultural events throughout the year

We have a fantastic cultural calendar that runs throughout the year, allowing our teams to connect with different events of importance. Education is a key theme throughout, with teams sharing their own stories on our internal social channels. Celebrating these events also provides an opportunity for us

to demonstrate greater inclusion, and to launch new policies and guides to support our teams and line managers. Our Inclusion networks have taken a leading role in communicating, celebrating and commemorating these dates with our teams across the business.

Some of the dates we have marked in 2021:

LGBTQ+ History Month

- › We ran communications and engagement from GLOW, our LGBTQ+ network.



International Women's Day

- › We used this day to celebrate gender equality in the workplace through sharing stories, holding panel discussions with our leaders and sharing resources to help individuals grow and develop.

Eid-al-Fitr

- › Celebrations were led by our Race, Religion and Cultural Heritage network. In the month before Eid, we launched a Guide to Supporting our Teams during Ramadan.

German Diversity Day

- › Celebrations were organised across our German sites. This was the first time our German business had celebrated this day.

International Non-Binary Day

- › Our GLOW network shared information for our teams on what non-binary means and how individuals can be a better ally to this community.

Black History Month

- › We hosted two guest speakers – Jenny Garrett OBE and Fumbi Chima, Non-Executive Director. The Race, Religion and Cultural Heritage network led communications throughout the month, educating our teams about Black history and culture.

World Menopause Day

- › Our Gender Equality network launched a Workplace Guide to Menopause, to support and educate our teams.



Transgender Awareness Week

- › Our GLOW network led on communications and education for our leaders and teams, reminding them of our Gender Identity Policy, along with sharing stories from our trans community at Whitbread.

International Day of Persons with Disabilities

- › We took the opportunity to launch our disability network, enAble, and share the upcoming work they will be leading.

OUR INCLUSION NETWORKS

Safe communities for our teams to be part of, who work with the D&I Centre of Excellence to drive change



enAble

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 teams and guests.

We have four areas of focus – our teams, our guests, our partnerships and our technology



With only 7% of people with a disability in employment, it is our responsibility to create opportunities, and working with our external partners and Premier Inn training facilities, we are able to do this.

I am extremely proud to co-lead our enAble network and inspired by the people we work with and meet almost daily....”

Tracey Bishop
Regional Operations Manager



GLOW

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

We have a commitment to support, consult, listen and celebrate our LGBTQ+ community



It is important to me to drive meaningful change and represent my community as myself – GLOW has been one of the places I have been able to do that. I am very proud of our many achievements as a group and I look forward to continuing to drive positive change across the business alongside my wonderful GLOW colleagues.”

Stevie Cooke (He/Him)
Data Science Manager



Gender Equality

Our aim is to create an environment at Whitbread where, whatever a person's gender identity, we have consistency in our equality of representation, reward and opportunity. We recognise the individual experiences of all, and welcome women, men and those who are gender diverse.

We have three areas of focus – flexibility, family-friendly, and gender-related health



The network is a fantastic mechanism to hear from all our team members and to use their feedback to influence the business to drive the change which our team members tell us are priorities to them. I feel engaged knowing I work for a business that is committed to ensuring equal treatment for all and being a place where everyone can progress their career at Whitbread, and that I can play a role in making a difference.”

Katie Birchall (she/her)
HR Business Partner



Race, Religion and Cultural Heritage

Our mission is to ensure that everyone at Whitbread, regardless of their race, religion or cultural heritage feels free to be their authentic self. The network is committed to driving impactful change which is purposefully inclusive and support our workforce from diverse backgrounds.

We have four areas of focus – listen, amplify, consult and celebrate



I am challenged to impact what I believe in. Therefore, I am involved to engage with the business to ensure equality and inclusion by creating opportunities for people who would have been side-lined because of the colour of their skin, gender, disability, sexuality or background, which in turn will make an indelible impact in the business.”

Kwame S. Johnson-Gawu
Hotel Manager

OUR EXTERNAL PARTNERSHIPS

Supporting those with disabilities into paid employment

Derwen College and Hereward College



We are proud to work exclusively with two colleges: Derwen College in Oswestry, Shropshire, and Hereward College in Coventry, both of which specialise in working with young people with learning difficulties and disabilities. The colleges provide inspirational learning, development and care, to help the students achieve their aspirations and transform their lives.

The colleges focus on enhancing employability through the teaching of vocational skills and the development of living and social competencies. Both Derwen College and Hereward College offer courses for students who want to specialise in Hospitality and Housekeeping.

Both colleges have fully functioning Premier Inn training facilities for students to gain real experience during their courses. Whilst our activity over the last year was interrupted by the pandemic, we are looking forward to welcoming students again for work experience placements and supported internships in 2022. This is all with the goal of supporting paid employment on the students' graduation from college.



LOOKING TO THE FUTURE

DIVERSITY TARGETS FOR 2023 AND 2026

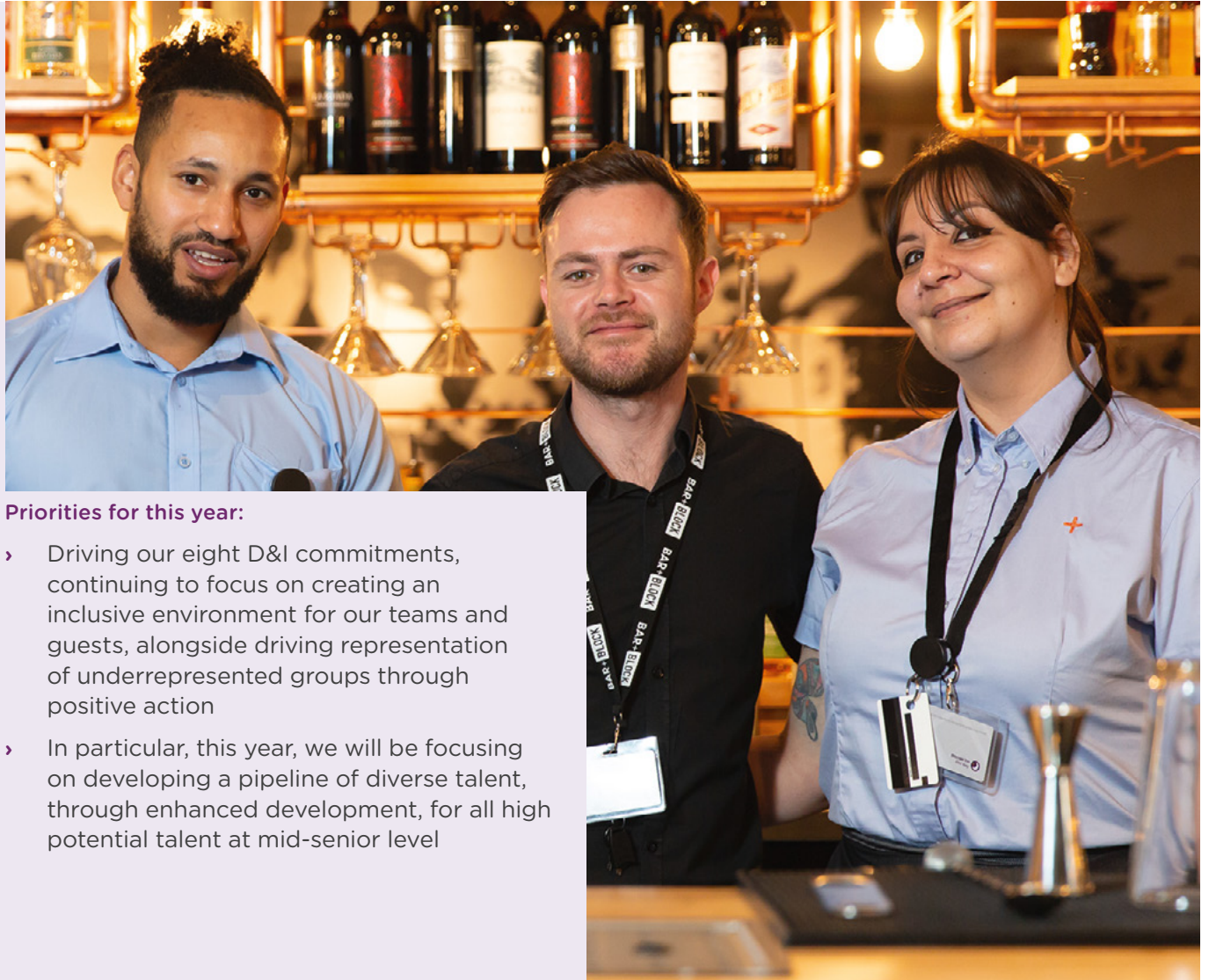
40%

Female representation and 8% ethnic diversity in leadership population by 2023; 45% female representation and 10% ethnic diversity in leadership population by 2026

Current position:

At the end of this financial year, 41% of our leadership population are female and 5% identify as an ethnic minority

➔ Our commitments to change on page 6 detail the ways in which we will continue to drive progress in this important area, demonstrating no barriers to entry and no limits to ambition



Priorities for this year:

- › Driving our eight D&I commitments, continuing to focus on creating an inclusive environment for our teams and guests, alongside driving representation of underrepresented groups through positive action
- › In particular, this year, we will be focusing on developing a pipeline of diverse talent, through enhanced development, for all high potential talent at mid-senior level

MAKING A POSITIVE **DIFFERENCE**

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Bedfordshire
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