

Under-representation in hospitality careers

Analysis to support Workforce Integration Network Skills Academies

Introduction

The Greater London Authority (GLA) has commissioned research on workforce diversity and inclusion research in the Green Economy, Creative and Cultural Industries, Digital & Tech, Health and Social Care and Hospitality. This is intended to support the London recovery programme and the mission to help Londoners into Good Work. The findings will inform the development of the Mayor's sector skills academies and Workforce Integration Network (WIN) employer toolkits, along with wider skills and employment policy.

This output reports on the evidence review, which is developing a source evidence report for each of the selected sectors, covering baseline information as well as messages from the existing evidence on diversity and inclusion challenges, and strategies in place to address these. This will build towards a fuller understanding of the barriers and opportunities for underrepresented groups in general and the issues Londoners face, as well as strategies that academy hubs could set in place related to getting in and getting on in work in these sectors. The source information for each sector will be summarised within final reporting. The information collated here can help shape the focus of the planned stakeholder consultations.

Approach

The approach to the review uses three stages:

- Collating GLA and London intelligence on each of the key sectors at baseline
- Searching for research and insights on under-representation and strategies to address this from relevant sectoral and equalities bodies
- Providing draft content to inform final reporting.

This source reports covers hospitality careers.

Hospitality careers: summary

In 2019 the hospitality sector contributed £59.3 billion in Gross Value Added to the UK economy, around 3.0 per cent of total UK economic output. In the three months to September 2020, there were 2.38 million jobs in the hospitality sector in the UK, representing 6.9 per cent of total UK employment. The sector contributed £59.3 billion in Gross Value Added to the UK economy, around 3.0 per cent of total UK economic output. The hospitality industry is therefore one of the most important employing sectors of the UK economy, but it continues to experience high turnover in labour, leading to significant recruitment costs for businesses. The withdrawal from Europe has been challenging for the sector, and it has also been one of the hardest hit sectors by the Covid-19 pandemic. Ongoing fixed costs and accumulating debt alongside persistent lower revenues and low cash reserves continue to be a major concern for the hospitality industry.

Sub-sector(s) of focus and suggested key occupations

Hospitality jobs include a wide range of jobs encompassing all skill levels. These include sales and customer services, hotel management and chef. Increasingly, digital skills, social and emotional skills and foreign language skills will be sought by employers in the hospitality sector. The career path to becoming a head chef may include roles such as kitchen porter, commis chef, chef de partie and sous chef. In skilled trades (eg chefs) vacancies that are hard to fill due to skills shortages are above the sector average at 39 per cent (compared to the average of 17 per cent). There are also some job types, such as sales and customer services and elementary roles, where the proportion of current staff that are not fully proficient at their role is above the sector average of seven per cent at eight per cent. The biggest challenges in securing skills are seen in operational, and management and leadership skills.

Key diversity intersections

In the UK hospitality sector, women and ethnic minorities are well represented, but inequality is still rife in the industry. All groups other than male White British workers experience a relative pay penalty relative, with the difference between the male groups being particularly striking. Women are underrepresented in senior roles in the hospitality industry. In Greater London, ethnic minorities are well represented in senior roles, but in the rest of the country they are under-represented.

There is a lack of robust equality, diversity and inclusion data collection in the sector, which itself is starting to be monitored with a view to effecting change. However, a key diversity intersection appears to be gender and ethnicity, with non-White women being particularly under-represented in management and leadership roles.

Evidence source report: Hospitality

The hospitality sector is defined in analysis carried out by GLA as Section I of the SIC07 classification, covering *accommodation and food service activities*. and including SIC codes 55 and 56.

UK context

In 2019 the hospitality sector contributed £59.3 billion in Gross Value Added to the UK economy, around 3.0 per cent of total UK economic output. In the three months to September 2020, there were 2.38 million jobs in the hospitality sector in the UK, representing 6.9 per cent of total UK employment. There were 223,045 hospitality businesses in the UK as of 1 January 2020, 3.7 per cent of all UK businesses. Of these, 137,225 were employers, 10 per cent of the UK total. Hospitality businesses represent 3 to 5 per cent of businesses in each country and region (House of Commons, 2021).

The hospitality industry is therefore one of the most important employing sectors of the UK economy, but it continues to experience high turnover in labour, leading to significant recruitment costs for businesses. Company outlays on recruitment and induction draw investment away from developing existing employees through training and progression, leading to pressure on existing staff and reductions in sales. These issues have been recognised by employers for some time and are related to distinct features of the retail and hospitality sectors. These include relatively low margins and high levels of competitiveness, which lead businesses to focus on minimising costs, rather than investing heavily in staff. Moreover, these businesses tend to have large numbers of part-time workers, who are often seasonal (UKCES, 2016).

Research by DCMS (2019) found that 45 per cent of the Hospitality and Tourism workforce is employed in roles where staff behaviours (rather than high technical competence) make the crucial difference to a great customer experience.

Before the Covid-19 hospitality employed 3.2 million workers (UK Hospitality, 2018), but more than half (52 per cent) were 'low paid' (the proportion of people earning below two-thirds of median hourly pay), compared to 15 per cent of all workers (House of Commons, 2021;). The hospitality sector also has a higher-than-average proportion of workers on 'non-standard' forms of employment. In 2019:

- 46 per cent of workers in the sector were part-time compared to 26 per cent of the whole economy.
- 3 per cent were on zero-hour contracts compared to 2 per cent of the whole economy.
- 9 per cent of workers were on temporary contracts, compared to 5 per cent of all workers in the UK.

(House of Commons, 2021)

Impact of Covid-19

The food & accommodation sector has been one of the hardest hit sectors by the pandemic. Restrictions on trading have significantly impacted hospitality business turnover. Economic output in the hospitality sector was down 90 per cent in April 2020 compared to February 2020. Output recovered over the summer of 2020, boosted by easing coronavirus restrictions and the Eat Out to Help Out scheme in August, but was still below pre-pandemic levels. Output declined again from September as Covid-19 cases rose and restrictions were imposed. Ongoing fixed costs and accumulating debt alongside persistent lower revenues and low cash reserves are a major concern for the sector (House of Commons, 2021).

In March 2021 the ONS reported that 43 per cent of hospitality businesses were trading, compared to 74 per cent across all industries. More than half (55 per cent) of hospitality businesses had temporarily paused trading, compared to a quarter (24 per cent) across all industries. Almost one-in-five hospitality businesses (19 per cent) had low confidence that their business would survive the next three months. From March 2020 to September 2020, the number of workers in the sector fell by six per cent (147,000). The number of jobs on furlough under the CJRS in the food & accommodation sector peaked on 10 April 2020, at 1.6 million jobs. On 31 January 2021, 56 per cent of eligible jobs in food & accommodation were furloughed under the CJRS, compared to 16 per cent across all industries (House of Commons, 2021).

Workforce shortages

The Food and Drink sector (of which the hospitality sector is a part) is of vital importance to the UK economy. It is however a sector under immense pressure. Prior to the pandemic, hospitality already had a high number of job vacancies, and suffered from some negative perceptions about careers in the sector (UK Hospitality, 2018; DCMS, 2019). Severe disruption in the availability of workers impacted by the reduction in free movement of people resulting from the withdrawal from Europe, coupled with the unprecedented disruption of the Covid-19 pandemic have created chronic labour shortages across the whole supply chain (FDF, 2021).

Many employers in the food and drink sector have increased staff wages to attract and retain the right type of candidates whilst also remaining competitive. They have supplemented this with retention bonus schemes, offering flexible shift patterns, giving extra holiday days, the use of apprenticeship programmes, implementing and investing in on-site accommodation and social media campaigns. However, despite a concerted effort, most respondents to the FDF survey felt that they were still unable to recruit or retain

sufficient levels of staff, and there was a growing recognition that substantial wage increases will not be sustainable in the long-term unless there is an acceptance of higher food prices from customers (FDF, 2021).

Skills shortages

Research (DCMS, 2019) found that hospitality and tourism have a lower external skills deficit (17 per cent vs 23 per cent) than all other sectors. Nonetheless, within these industries, there are certain job types, such as for example skilled trades (eg chefs), where the proportion of vacancies that are hard to fill due to skills shortages is above the sector average at 39 per cent (compared to the average of 17 per cent).

However, the sector has a higher internal skills deficit compared to the UK average (seven per cent versus four per cent). Nonetheless, within hospitality and tourism there are certain job types, such as for example sales and customer services staff and staff in elementary roles, where the proportion of current staff that are not fully proficient at their role is above the sector average of seven per cent at eight per cent. In terms of internal and external skills deficits, Hospitality and tourism employers' biggest challenges are operational, and management and leadership skills.

In terms of skills required in the next five-to-10 years, both employers and stakeholders consider the following are important: (i) digital skills; (ii) social and emotional skills; and (iii) foreign language skills. A major barrier to skills development is that training may not be sufficiently targeted, both in terms of topics covered, as well as locations where it is offered – creating specific regional issues. Therefore, hospitality and tourism employees are most likely to get promoted if they: (i) have good communication skills; (ii) are able to develop themselves; and (iii) have high level management behaviours (DCMS, 2019).

Opportunities

While structural issues and the unprecedented circumstances posed by the pandemic left the sector facing many challenges, they also highlighted its adaptability. Hospitality businesses have proved to be incredibly resilient and have adapted their operations in a range of different ways. This adaptability gives hope that the businesses that have survived the pandemic, and those that follow, will emerge stronger than before (BEIS, 2021).

The Government's Hospitality Strategy (BEIS, 2021) was launched in July 2021. It sets out a vision for the future of the sector, building on the package of support available throughout the pandemic, which included a VAT cut on food and non-alcoholic beverages to five per cent and the Eat Out to Help Out Scheme, to help hospitality businesses ease back to operating normally. The Strategy sets out ways to help the sector improve its resilience, including by making hospitality a career option of choice, boosting creativity, and developing a greener sector. Measures include:

- Exploring options for vocational skills and training that support careers in the sector, including apprenticeships, bootcamps and other qualifications like a T-Level, and working with the sector to raise the profile of careers in hospitality
- Supporting innovation and productivity by using the government's Help to Grow programmes to strengthen the sector's digital and management skills, and bringing hospitality businesses together with universities and other innovators to support the next generation of hospitality start-ups
- Helping the sector reduce emissions, including by cutting waste and single-use plastic consumption.
(BEIS, 2021)

Career focus: Chef

There are many different types of chefs and learning from them while working through the ranks is the pathway to a chef career.¹

- Kitchen Porter – There are many temporary positions available – and this can be a good way to get first kitchen experience.
- Commis Chef – Experience as a kitchen porter can provide a way to the first real rung on the chef career ladder. This junior Chef position is for cooks who are currently training or just newly qualified. On the job training alone is possible but it is helpful to also work towards a formal qualification such as a diploma or NVQ. An apprenticeship is another good way to get training and practical experience in a real-world location.
- Chef de Partie – After a few years' experience as a Commis Chef, the next step may be to become a Chef de Partie; a chef of a specific section such as a Grill Chef, Pantry Chef, Butcher Chef, Fish Chef or Vegetable Chef.
- Pastry Chef – For those with a preference for baking and desserts, the pastry chef is responsible for bread, pastries and desserts
- Sous Chef is second in command to the Head Chef. The Sous Chef is responsible for the day to day management of the kitchen, and need to be experienced in every section of the kitchen
- Head Chef is at the top of the kitchen hierarchy, managing the running of the entire kitchen. The Head Chef is responsible for overseeing everything from staffing, to budgeting, to liaising with suppliers. They are also the 'visionary leader' of the kitchen.

¹ <https://www.bluearrow.co.uk/hospitality-and-catering/the-kitchen-hierarchy-and-career-paths-in-hospitality-and-catering>

Workforce trends

There is evidence that the industry is taking steps to improve diversity and inclusion. 80 per cent of companies surveyed in the hospitality, tourism and leisure sector had adopted a coordinated diversity and inclusion strategy, and more areas of diversity are being considered. However, 67 per cent of those surveyed did not think their organisation held the right data, and only just over half (56 per cent) of the companies interviewed said that they track ethnicity data. Less than one third (28 per cent) reported that the diversity and inclusion strategy was embedded into their hiring processes. (WiHTL, 2020).

WiHTL (2020) note that a lack of data continues to slow progress on ethnic diversity: nearly half of companies do not currently track the relevant data, and of those that do, many say it is incomplete. The delays to possible government legislation on mandatory ethnicity pay gap reporting has held some companies back as they hold fire until they know specifically what data to collect.

Obstacles to getting in

Gender

The hospitality sector, taken as a whole, employs more women (55 per cent) than men (45 per cent) (UK Hospitality, 2018).

Ethnicity

Overall, Black, Asian and minority ethnic workers are also well represented. On the eve of the coronavirus crisis, there were 1.8 million people working in hospitality of which just under 300,000 were of Black, Asian and minority ethnicities. Workers from a Black, Asian and minority ethnic background therefore comprised 17 per cent of the hospitality workforce, higher than the 12 per cent in the rest of the economy. Within hospitality, at the start of the year a further 14 per cent of workers were from an 'Other White' background (that is, a White background other than 'White British'). This is also higher than in the rest of the economy, where workers from a 'White Other' background comprised eight per cent of the workforce. Overall, the hospitality sector accounts for eight per cent of employment among workers from Black, Asian and minority ethnic backgrounds, compared to five per cent for workers from a White British background. These figures have been broadly stable for the last decade (Resolution Foundation, 2020).

The nearly 300,000 hospitality workers from Black, Asian and minority ethnic backgrounds includes, in descending size order:

- 48,000 workers from an 'Other ethnic group'
- 47,000 workers from a 'Black/African/Caribbean/Black British' ethnic group
- 45,000 workers from 'Any other Asian background' group
- 33,000 workers from a Bangladeshi ethnic group
- 33,000 workers from an Indian ethnic group
- 33,000 workers from a 'Mixed/Multiple ethnic group'

- 27,000 workers from a Pakistani ethnic group
- 20,000 workers from a Chinese ethnic group.

Ethnicity and age

The White British group within hospitality is relatively young (with a median age of 28) while most ethnic minority groups within hospitality (apart from the 'Mixed/ Multiple' group) are older, on average. Looking at education levels, we find that hospitality workers from an Indian background have the highest proportion of degree holders, while those from a Bangladeshi background have the highest proportion with no qualifications. All groups other than male White British workers (that is, male and female workers from a Black, Asian and minority ethnic group, and female White British workers) experience a pay penalty relative to White British workers. The difference between the male groups is particularly striking (Resolution Foundation, 2020). Hence the headline figures of women and Black, Asian and minority ethnic group representation overall hide statistics of considerable concern. The ethnic diversity data presents a bleak picture – which may be better than the reality, as many companies were unable to provide accurate data on ethnic diversity, as they simply don't have this information (WiHTL, 2019).

Diversity action in the sector

Opinium surveyed 991 employees working in hospitality, 206 in travel, 258 working in leisure and 47 in other areas of HTL and (as reported in WiHTL, 2020) found that:

- 33 per cent of HTL employees believe that diversity and inclusion in their organisations have got better in the past 12 months, though 65 per cent see no signs of improvement
- Only 23 per cent of employees report that their organisations have programmes in place to recruit diverse candidates and only 9 per cent to develop a pipeline of diverse leaders
- Only 12 per cent of employees report that their organisations offer training in how to overcome unconscious bias
- Only 36 per cent of employees who receive communication from their leaders about diversity report that their leaders make regular communications that focus on diversity and inclusion.

London focus

There is a lack of diversity in parts of the hospitality sector in London. Only around 15 per cent of London's chefs are women, and only 12 per cent of head chefs in Michelin-starred restaurants are Black or from an ethnic minority group. The wider sector has a much younger profile with a higher proportion of 16-24 year old workers compared with other

sectors. People working in hospitality are more likely to be Londoners from ethnic minority groups. They are also less likely to have a degree (GLA, 2021a).

Table 1: Underrepresented groups in Hospitality compared to London as a whole

In Hospitality sector compared to London as a whole	Underrepresented at managerial level in London
Ethnicity: White	Ethnicity: White
Age: 50+	Gender: Women
Religion: No religion	Age: 35-64
NS-SEC: High social class	Religion: No religion
Qualification level: degree level or above	NS-SEC: High social class
Nationality: UK born, British national	Qualification level: degree level or above
	Nationality: UK born, British national

Source: GLA (2021b & c)

Obstacles to getting on

While the hospitality industry as a whole employs more women than men, and has good ethnic minority representation, this is not borne out in the representation of women and ethnic minorities in leadership roles.

Gender

Research by the MBS Group (WiHTL, 2020; WiHTL, 2019) show that there is a severe lack of women in key leadership roles (Board, Executive Committee and Direct Reports) across the hospitality, tourism and leisure (HTL) sector and this is true of both non-listed and FTSE 350 companies. While the overall trends for diversity at board and in senior leadership roles are improving, this is not reflected in the key roles of CEO, Chair and CFO where progress has been poor.

- In 2019, 29 per cent of Boards and 27 per cent of Executive Committees in the hospitality, travel and leisure sector were women, and 38 per cent of their direct reports were women. This is a rise of five per cent, two per cent and two per cent respectively since 2018.
- There continues to be a lack of women in the key strategic leadership roles – although there is progress here – as the number of all-male leadership triumvirates (CEO, CFO and Chair) in the sector fell from 87 per cent in 2018 to 74 per cent in 2019 (WiHTL, 2020; WiHTL, 2019).

Ethnicity

People from ethnic minority backgrounds are underrepresented in leadership roles in the hospitality sector.

- In 2019, six per cent of Boards and three per cent of Executive Committees in the hospitality, travel and leisure sector were Black, Asian and minority ethnic, and five per

cent of their direct reports were Black, Asian and minority ethnic. This is a rise of five per cent, one per cent and one per cent respectively since 2018.

- Black, Asian and minority ethnic representation in the HTL sector reflects the average figure for business leaders (6.25 per cent) at Board level, but both fall short of representing the composition of the working age population which is 12.5 per cent Black, Asian and minority ethnic.
- Only one in 33 leaders are from a Black, Asian and minority ethnic background.
- More than 80 per cent of companies in the HTL sector have no Black, Asian and minority ethnic leadership on their Board or Executive Committee and there are no Black, Asian and minority ethnic leaders in the role of Chair, CEO or SID (Senior Independent Director) at FTSE 350 HTL companies.
- However, at the most populous leadership level – Direct Reports – over half of companies reported that Black, Asian and minority ethnic representation increased 2018-2019.

(WiHTL, 2020; WiHTL, 2019)

Disability

Around a quarter of companies address disabilities as part of their coordinated Diversity and Inclusion strategy. Just 14 per cent of our interviewees were able to identify anyone amongst their leadership teams with a disability – but once again there is a lack of meaningful data in this area. (WiHTL, 2020).

London focus

As shown in Table 1 above, the following are under-represented among managers in the hospitality sector, compared with London workers overall: people from White ethnic groups, women, those aged 35-64, those with no religion, people from higher social classes, people with degrees, and people who are UK born.

Career focus: Chef

A 2018 BBC news article reported that in the last 30 years, more women have become employed and self-employed in the cooking sector than ever before. However, according to the ONS data, only 17 per cent of chef positions in the UK are held by women. Romy Gill, who in 2013 became the first female Indian head chef to open and run her own restaurant said that this gender gap is because the industry still recognises more male chefs. She also said that she could only work the long hours required because her husband and two daughters were supportive:

'Running your own restaurant means long hours and sexism and racism still exists whether we like to hear it or not.'

According to a Guardian article², in 2018 there were only two Black head chefs with a Michelin star in the UK. The Michelin guide is dominated by restaurants serving international cuisines, with traditional Chinese and Japanese food among the most prominent. Across the 165 restaurants in the UK with the food industry's most coveted prize, 12 per cent of head chefs are from a minority ethnic background. But when the data, analysed as part of the Guardian's Bias in Britain series, is broken down further, it shows that Black and south Asian head chefs lead six per cent of Michelin-starred restaurants, with only two of them Black.

One of the two was Michael Caines, the chef proprietor of Lympstone Manor, who commented:

'The good thing about the catering industry is you can never hold a good man down,' Caines said, but he admitted that throughout his career "it always felt you had to compensate for that impression that people see you first for the colour and secondly for who you are.'

Mitu Chowdhury, the organising secretary of the Bangladesh Caterers Association, said there are many talented Black, Asian and minority ethnic chefs up and down the country and greater recognition of their achievements would help to reverse the situation.

An article on the Delish website also discusses the inappropriate Black representation in the food industry in general, citing, for example, *'disguised tokenism and pandering'* and *'faux advancement'* as a consequence of the Black Lives Matter movement and highlights the Black CHEFS Collective which emerged in response.³

Another article on the national chefs union website also highlights the lack of diversity in the chef profession, and questions whether this is one of the reasons behind recruitment difficulties and chef shortages.⁴

'The numerous Chefs Associations and Craft oriented bodies that supposedly serve as ambassadors and leaders of our profession, promoting our culinary arts, [are] again, mostly male, White dominated... Is the lack of diversity the reason why we still have so many problems in our industry? Is the fact that it is still White male driven the very reason that recruitment was at an all-time low before January 2020? Almost every employer of every description was finding it increasingly difficult to find the right chefs.'

² <https://www.theguardian.com/food/2018/dec/06/only-two-black-head-chefs-in-uks-michelin-starred-restaurants>

³ <https://www.delish.com/uk/food-news/a33592980/being-a-black-chef/>

⁴ <https://www.thenationalchefsunion.co.uk/articles.html/articles/is-diversity-the-answer-r57/>

Underlying causes

Women

Qualitative research in the hospitality sector (Moody-Mcnamara and Higgins, 2019) identified seven themes that stood out as barriers for women regarding progressing in the hospitality industry to overcome:

- There's a boys' club – stereotypes are alive
- Women undervalue and can disappear themselves
- Having kids derails careers
- Macho, kneejerk leadership keeps the status quo going
- Boards need to tackle fears of positive discrimination
- People need to believe the business case for gender, and other, diversity at senior levels.

Critical success factors are suggested as follows:

- Silence endorses the status quo
- Seek out the unintended bias
- 'If you can't see me, you can't be me' Level the playing field
- Don't treat family life as unexpected noise Value 'softer' leadership skills
- Make it matter and learn as you go .

The key business challenges identified were:

- A lack of diversity is alive in many workplaces
- There is a relative shortage of women holding senior roles
- There are a limited number of women, especially from the field, feeding the promotional pipeline.

Ethnicity

In a 2020 industry-wide survey of the hospitality industry, more than half of professionals from Black, Asian or ethnic minority backgrounds reported that they have witnessed or

experienced racism in the workplace (Be Inclusive Hospitality, 2021). More than half (56 per cent) of Asian hospitality professionals and 41 per cent of Black hospitality professionals felt their race/ethnicity has hindered their career progression, compared to just seven per cent of White hospitality professionals (Be Inclusive Hospitality, 2021).

The McGregor-Smith Review of Race in the Workplace (2017, cited in WiHTL, 2019), presents both the business and moral case for developing Black, Asian and minority ethnic (Black, Asian and minority ethnic) talent in the workplace. The fundamental right of every individual to fulfil their potential in the workplace has been accepted for some time, yet employers' verbal commitments to racial inequality have yielded few results. The McGregor-Smith Review aims to spur employers (especially PLCs) into action by highlighting the economic benefit of embracing racial/ethnic diversity. Indeed, the BEIS Analysis from 2016 estimated that the British economy could receive a £24bn lift from the full utilization of Black, Asian and minority ethnic talent.

A follow-up report in 2018, produced an insight into Black, Asian and minority ethnic employees' experience of race in the workplace – for example, the struggles that ambitious Black, Asian and minority ethnic people face in securing opportunities to use their talents. The report concluded by emphasizing the need for employers to take action with regards to inclusive leadership, opening a dialogue with employees, and investigating the relationship between ethnicity and pay (WiHTL, 2019)

Hospitality workforce trends in London

Hospitality is a major employer in the capital and plays a critical role in supporting London's position as a centre for international business and tourism. As a sector, it has been particularly impacted by the pandemic: payroll jobs have declined more than any other sector creating long-term damage which has inhibited its recovery. The impact of Brexit and the UK's new approach to migration is also uncertain. Ensuring the sector can access skilled workers but also offers productive, good work opportunities for Londoners will be important to its future success (GLA, 2021a).

Recruitment challenges

- Recruitment and retention challenges for the hospitality sector, existed before the pandemic, which further disrupted the talent pipelines of young people coming into the industry (GLA, 2021a; GLA, 2020c).
- Staff and skills most in need in the short term are security, door staff, housekeeping and kitchen teams. The sector's demand for chef and culinary skills is longstanding (GLA, 2021a).
- The sector has comparatively high levels of low paid roles, which have dissuaded some Londoners from wanting to work in the industry (GLA, 2021a)
- In London a significant proportion of foreign workers in the sector have left the country, and many are not returning from furlough into the hospitality industry (GLA, 2020c).

- Some of the challenges the industry faces with respect to attracting workers relate to low pay and lack of skills/careers development in the industry. There is a need to improve working conditions in the sector alongside support to the industry to recruit and develop a talent pipeline (GLA, 2020c).
- Apprenticeships provide opportunities for the industry, but they should attract new talent into the industry not just upskill those already employed (GLA, 2020c).

Opportunities for growth

Given the skills and labour shortages in the hospitality sector there are considerable opportunities for growth. The following are currently underway or proposed to help this:

- Extension of the Sector Skills Academies Programme to include hospitality, to address the skills challenges faced across the sector.
- Making use of existing employment support interventions: eg via DWP, borough Sub-Regional Partnerships, (SRP) and the GLA. The No Wrong Door programme will also bring the GLA, boroughs, Jobcentre Plus and other stakeholders together.
- Apprenticeships: create new apprenticeships for people entering the sector, as opposed to those already employed.
- Encouraging adoption of the London Living Wage and Good Work Standard: The issue of low wages, job security, employee development/ progression and diversity are all challenges in the sector.
(GLA, 2020c)

Initiatives to tackle under-representation

At the second session of the **UK Hospitality Commission 2030** which took place in June 2018 in the Houses of Parliament⁵, **speakers called for the Government to put hospitality front and centre of the Industrial Strategy**. Suggestions of ways to help diversify and promote the UK's growing hospitality industry included:

- offering more part-time senior positions
- showcasing real life examples of progression
- reviving the Saturday jobs
- developing work schemes that complement older workers.

⁵ <https://www.ukhospitality.org.uk/news/407764/Diversity-key-to-future-of-hospitality-sector.htm>

The Department for Business, Energy and Industrial Strategy (BEIS, 2021) has pledged to encourage the use of high street spaces for hospitality, creating new opportunities for micro businesses and start-ups that will re-energise and revitalise unloved spaces, working with local people to unlock their talents and creating a new generation of hospitality entrepreneurs. Specifically, the **High Streets Strategy sets out plans to work with Local Authorities and the hospitality sector to develop a model for hospitality-led regeneration hubs**, with demonstrators delivered in England, Northern Ireland, Scotland and Wales.

No initiatives were found which specifically targeted encouraging underrepresented groups into hospitality, although several more general 'getting in' schemes operating across many sectors including hospitality are listed below.

Hospitality-focused initiatives were mainly concerned with 'getting on' – supporting the progression of women and ethnic minorities, but many of these encompassed 'getting in' aspects.

Diversity standards and commitments

In 2021, the **Institute of Hospitality (IOH) launched the Diversity Shield** (lapel pin). It aims to raise funds to help develop the industry's future hospitality talent whose financial circumstances stop them from joining the Institute and accessing resources that will benefit their future careers. At £9.00 GBP, including UK postage, the Diversity Shield was developed to support the IOH's aspirations to promote the industry as diverse and inclusive.⁶ The IOH was one of three shortlisted organisations for the national UK & Ireland Chartered Governance Institute awards, in the Diversity and Inclusion Initiative of the Year 2021 category, for the launch of its Youth Council and Diversity Shield campaign.⁷

The **Women in Hospitality, Tourism and Leisure (WiHTL) and Diversity in HTL Charter** highlights commitment to driving this agenda forwards (WiHTL, 2019). WiHTL ask that companies signing up to the Charter commit to there is a 10 point action plan:

1. My company will have a diversity and inclusion strategy
2. My company will review the strategy and progress towards it annually
3. My company will set its own diversity goals, aligned to its strategy
4. I will include diversity in my personal objectives, aligned to the company's strategy
5. My company will review people policies and processes (for all staff) to promote an inclusive culture
6. I will support the progression of women into senior roles by focusing on the executive and the mid-tier level pipeline

⁶ <https://www.instituteofhospitality.org/iohs-new-diversity-shield-available-now/>

⁷ <https://www.hospitalityandcateringnews.com/2021/10/ioh-shortlisted-for-uk-ireland-chartered-governance-institute-awards-for-diversity-and-inclusion/>

7. My company will publish our Gender Pay Gap annually, and will include an explanation as to the causes and actions to address the issues, in order to promote transparency
8. My company will actively contribute to the Diversity in HTL Charter programme and provide constructive feedback
9. My company will take part in Diversity in HTL relevant surveys and research initiatives
10. My company commits to work collaboratively with others to tackle barriers to diversity

Measuring diversity

As has noted above, lack of robust measurement of equality, diversity and inclusion statistics hinders progress regarding underrepresentation.

WiHTL 2020 Work Streams included a stream on Data Metrics & Measurement to define useful data around talent pools and pipelines and defining a dashboard of metrics that will generate relevant insight. Related to this were also measures of success, including how an organisation can use the data already generated by relevant governance requirements to move the dial forward. Examples of data to collect, and an inclusion survey were produced and published (WiHTL, 2019).

In November 2020, **Be Inclusive Hospitality** partnered with hospitality data, insights and learning providers CPL and CGA to support **the launch of an industry-wide survey named Inside Hospitality**. The online anonymous survey of 387 hospitality professionals took place from the 2nd of November 2020 until the 24th of January 2021 (Be Inclusive Hospitality, 2021).

'I am a firm believer that you cannot monitor and improve if you do not measure, and I am dedicated to improving the industry for the better. This is the first Be Inclusive Hospitality survey taking a snapshot of the experiences of hospitality professionals, and this survey will be run on an annual basis with the hope of tracking positive change.'

(Lorraine Copes, Founder of Be Inclusive Hospitality)

Getting in

Non-sector specific schemes of relevance to hospitality

Government plans to help the sector overcome current recruitment challenges by actively signposting jobseekers to hospitality vacancies. As part of this, **DWP's Work Coaches will continue to support people into hospitality work** (BEIS, 2021).

The DWP Kickstart Scheme provides funding to employers to create new, fully-subsidised jobs for young people. Funding available for each job placement will cover the

relevant National Minimum Wage for 25 hours a week, plus the associated employer National Insurance contributions and employer minimum automatic enrolment contributions. There will also be funding available to support young people to develop new skills and to help them move into sustained employment after they have completed their Kickstart funded job.⁸

The **DWP Sector-Based Work Academy Programme (SWAP)**, an effective, flexible tool for supporting employers to fill their vacancies and supporting DWP customers by improving their prospects of securing employment (BEIS, 2021). SWAP supports employers to create a skilled workforce. They help prepare those receiving unemployment benefits to apply for jobs in a different area of work. Placements are designed to help meet employers' immediate and future recruitment needs as well as to recruit a workforce with the right skills to sustain and grow businesses. SWAP is administered by Jobcentre Plus and available in England and Scotland. Placements are particularly useful for young people but are open to all jobseekers aged 18 upwards. A sector-based work academy can last up to 6 weeks. Placements have 3 main components:

- pre-employment training – matched to the needs of your business sector
- work experience placement – a great opportunity for your business to identify talent and for the individual to cement their knowledge and understanding of the required role
- a guaranteed job interview or help with an employer's recruitment process.

An important feature of SWAP is that each sector-based work academy offers a flexible approach and can be adapted to meet the needs of your business. Placements are particularly useful for young people but are open to all jobseekers aged 18 upwards.⁹

The **National Skills Fund** will help adults to train and gain the valuable skills they need to improve their job prospects. It will support the immediate economic recovery and future skills needs by boosting the supply of skills that employers require (BEIS, 2021).

BEIS have extended the **apprenticeship hiring incentive** to September 2021 and increased the payment to £3,000 for each newly hired apprentice of any age. The payment is in addition to the existing £1,000 payment to support the employers of apprentices aged 16-18 (and those under 25 with an Education, Health and Care Plan) (BEIS, 2021).

Alongside this, the scale of **traineeships** in England for 16-to-24 year olds to support young people not in education or employment to get the skills they need to get into employment, is being tripled. At the Budget, the government announced an additional £126 million for traineeships in the 2021-22 academic year. The government also is

⁸ <https://www.gov.uk/government/collections/kickstart-scheme#promotional-material> and https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/958223/kickstart-scheme-employer-guide.pdf

⁹ <https://www.gov.uk/government/publications/sector-based-work-academies-employer-guide/sector-based-work-academies-employer-guide>

launching a £7 million fund in July 2021 to help English employers set up and expand a new portable approach to apprenticeships (BEIS, 2021).

Getting on

Women: Role models & mentoring

In 2019, **Women in Hospitality Leisure and Tourism (WiHTL), together with the MBS Group, launched the inaugural Women to Watch in HTL Index**, which for the first time showcased the range of female professionals across the sector occupying a wide variety of different roles. The Index highlighted the depth and breadth of female talent in the HTL industry, and aimed to inspire more women to pursue a career within the sector and to reach the most senior levels within their organisations. The Index unearthed a wealth of experiences, personal and professional stories, successes, tips and lessons learnt. The women featured in the Index were inspiring role models with diverse backgrounds, nationalities, educations, race/ ethnicities, experiences and ages. Some joined the industry as soon as they finished their education, others joined after having worked in different sectors. They all shared a desire to support other women in their aspiration to grow, learn, contribute and have fulfilling careers within the sector (WiHTL, 2020).

WiHTL's cross-industry mentoring work stream provides a mentoring programme for women who are currently at 'middle management'. The reason to focus on this population was to help build and strengthen the talent pool, for roles at Executive Level beyond the HR function, and thereby strengthen the pipeline to a Board appointment. The core aim of the programme is to build aspiration, networks and confidence for these women.

Previous work had highlighted a distinct lack of senior female role models for women to aspire to replicate. Therefore, the proposed mentoring programme firstly aims to help offset this gap by matching mentees with senior mentors from a cross-section of organisations within the HTL industry who, will provide not only practical support and guidance but hopefully also inspire participants to aim for the highest level in their careers. Secondly, by pairing mentees with senior leaders, the programme will also support their confidence by building 'upwards' relationships. Finally, by pairing mentors and mentees from different companies across the sector, participants from both sides will gain a wider insight into the sector and develop their own learning, but also help to develop the mentee's network (WiHTL, 2020; WiHTL, 2019).

Women returners

The **Comeback to HTL Women Returners** programme is an initiative aiming to rally the whole industry around the key objectives of making the sector attractive to returners by fostering a culture of inclusivity, supporting more flexible working practices and resulting in

greater diversity in leadership positions. In 2019, WiHTL ran two workshops with over 50 women returners and over 15 companies in attendance from across the sector. Over 10 per cent of those women returners have secured a permanent role within the industry as a result of the workshops, and another 20 per cent have enthusiastically entered in a mentoring relationship with participating employers (WiHTL, 2020).

An example of best practice comes from **Compass Group**, where the human resources team has successfully **used the apprenticeship levy to support women returning from maternity leave with a tailored development programme**. The programme runs over 13 months and offers one-to-one fortnightly sessions via a personal coach and tutor, online learning and six masterclasses with quarterly progress reviews. It culminates in the returners achieving a CMI level 5 Certificate in Management and Leadership (WiHTL, 2020).

Gender equality in the workplace

The #Notonthemenu movement¹⁰ is a gender equality movement which started in America and comes from years of female oppression in kitchens. In the UK, #notonthemenu aims to educate all chefs into a new and fresh culture that accepts people as they are, as professionals doing a professional job, and to help everyone understand that our kitchens are NOT bastions of a male preserve, but places of work where everyone should feel safe, secure and protected and where gender should never come into question. The movement also looks at the history and the reverence of women in British Cookery, their contribution, and the exciting and often inspirational contributions that they have made and will continue to make in kitchens across our country.

Employee networks

Organisations including IHG and Hilton have an established **Employee-Led Networks** (WiHTL, 2020).

- At **IHG**, **building inclusion through education and Employee Resource Groups (ERGs)**, as a key part of their diversity and inclusion agenda. ERGs at IHG have a clear structure involving Global Sponsors, Executive Sponsors, a Planning Committee and Members. They have clearly outlined business aims and are supported by an infrastructure including templates, shared services, budget and a toolkit of resources.
- **Hilton Worldwide's** commitment to creating an inclusive workplace and a culture driven by their team members' unique viewpoints and diverse backgrounds and experiences has led the organisation to create **Team Members Resource Groups (TMRGs)**. These groups are sponsored by Executive Committee members and Leadership Group Advocates. Hilton TMRGs cover eight key areas including Abilities, African American, Asian & Pacific Islander, Hispanic Latino, LGBTQ+, Military, Millennial and Women.

¹⁰ <https://www.thenationalchefsunion.co.uk/not-on-the-menu/not-on-the-menu-introduction-r1/>

Hilton case study: Commitment to diversity and inclusion

Hilton Worldwide are committed to creating an inclusive workplace and a culture driven by our Team Members' unique viewpoints and diverse backgrounds and experiences. They aim to attract, develop, and retain the best and brightest talent in hospitality. Hilton has recently being awarded #3 Best Workplace in the UK by Great Place to Work, as well as #2 Best Workplace for Women in the UK and #1 Fortune 100 Best Companies to Work For in the USA, along with being awarded #1 Best Workplaces for Women 2019.

One focus area is gender diversity; the organisation is committed to supporting women throughout their career, including promoting more women into senior leadership positions across the business. The first Women@Hilton UK conference took place in 2018, aligned with the International Women's Day theme for that year, #PressforProgress. The aim of this was to create a full day of learning and inspiration to advance the careers of women at Hilton and to give them the opportunity to develop their skills, network with colleagues and future proof their careers. The agenda included industry-focused learning with Hilton colleagues as well as sessions run by industry role models and learning and development experts.

All Hilton leaders, male and female have been challenged to find ways to act as a "diversity ambassador", inspiring a culture of inclusivity and ensuring everyone feels empowered to reach their career goals. This goal is supported through frameworks such as the corporate mentoring scheme where team members are matched with an appropriate leader who can provide them with personal career support, based on their aspirations and needs (WiHTL, 2020).

Initiatives to support ethnic minorities

In 2019, **WiHTL's Advisory Board and HR Leaders Steering Group decided to extend the remit beyond gender diversity and include tangible actions on Race and Ethnicity.** In the second half of 2019 two masterclasses were hosted, with over 100 attendees. Many companies have come together to share a desire to understand the challenges faced by people from ethnic minorities across hospitality, travel and leisure and to co-create solutions that give Black, Asian, Minority Ethnic (Black, Asian and minority ethnic) employees a voice and a clear path to get to managerial and leadership level. There is a recognition that companies across HTL are at the beginning of their journey in this area. Some have taken steps like introducing blind CVs, others have run surveys among their Black, Asian and minority ethnic employees, and a very small number of companies have signed the Race at Work Charter. Many leaders are looking for guidance on how to start the conversation about race, how to create genuinely inclusive cultures, how to attract, recruit and retain talent from ethnic minorities and how to create innovative and practical solutions (WiHTL, 2020).

Be Inclusive Hospitality is the only professional network in the UK for Black, Asian & Ethnic Minorities. The not-for-profit was founded because of the lack of representation of people of colour within leadership roles, and general visibility throughout the sector,

despite making up over 17 per cent of the hospitality population. The organisation's mission has three key pillars, which are underpinned by independent research and insights from across the industry:

- Learning & Development initiatives to support the upward social mobility of employees and entrepreneurs. These include the Elevate Mentorship Scheme, BIH Jobs Board, and Developmental Workshops.
- Diversity & Inclusion Consultancy supporting organisations on the journey towards creating inclusive and equitable work places for Black, Asian and Ethnic Minorities, including advisory, workshops, training and culture audits.
- Events to support community-building, the amplification of previously unheard voices, and education through narrative.

(Be Inclusive Hospitality, 2021).

Be Inclusive Hospitality launched its Elevate Mentorship Scheme in 2020 to support Black, Asian and minority ethnic employees in the hospitality sector.¹¹

Black CHEFS Collective¹² is an emerging not-for-profit movement designed to actively challenge the lack of Black representation within the food industry as well as champion Black achievement, ensuring to include those whose occupations are often not recognised from Oyster shuckers, to spiritual chefs and even ice cream scientists. The 'CHEFS' in 'Black CHEFS Collective' is an acronym standing for the different food industry categories: Culinary, Hospitality, Education & Print, Food Development and Science & Health. Despite the movement being in its early days it has already garnered the support of over 300 Black food creatives across its platforms, e.g. Instagram.

Not diversity-specific, but with a hospitality-focus

Case study: Warwickshire College Group – Moreton Hall National Training Hotel

Warwickshire College Group (WCG) is seeking to establish a training hotel in Stratford-on-Avon, which will make a significant impact to the economic recovery and workforce needs of the industry.

WCG has an ambitious plan to renovate Moreton Hall into a 23-bedroom 4* boutique hotel that will become home to a national training hotel for the hospitality, heritage and tourism sector. Moreton Hall will provide an inspirational environment for students and apprentices training in every discipline associated with running a hotel, from chefs and receptionists to beauty therapists and groundspersons.

¹¹ <https://www.morningadvertiser.co.uk/Article/2020/08/18/How-to-address-diversity-issues-in-hospitality>

¹² <https://www.instagram.com/blackchefscollective/?hl=en>; <https://www.delish.com/uk/food-news/a33592980/being-a-black-chef/>

The plans provide a unique opportunity for industry and education to work together, showcasing careers in hospitality and tourism; with foreign exchanges, progression routes and professional masterclasses all part of the students' experience. The partnership between industry and academia will ensure Moreton Hall Hotel provides a sustainable approach to meeting the workforce needs of the industry.

The **UKCES UK Futures Programme** (UKCES, 2016; UKCES 2016b) Productivity Challenge 3 (PC3) invited proposals for projects aimed at addressing the overarching issue of: how can pay and progression be improved within the retail and hospitality sectors? UKCES set out a number of suggested themes for these proposals to focus on, including:

- employers re-designing job roles
- working with employers to implement “progression pathways”
- working with employers to implement high performance working (HPW) practices
- SME-led collaborative approaches to progression.

Four of the seven selected projects were in the hospitality sector, and all projects included some work on high performance working, or progression pathways.

A project led by Fifteen Cornwall worked with local businesses to enable advancement within the sector through new professional development opportunities. A toolkit¹³ was developed, in partnership with other businesses, based on five principles:

- A strong culture drives performance and requires effective leadership and staff engagement;
- Well-designed standards, underpinning operations and which empower staff;
- Learning and development, enabling staff to grow;
- Offering clear progression routes with job enrichment and pay uplift. Progression
- could be vertical or horizontal (moving into different roles, or expanded skills to
- enhance experience and progression opportunities); and
- Performance measurement of what matters.

Through business networks it was hoped to promote sharing of staff and accelerate promotion opportunities to keep talented people in the sector. A local college was also engaged and the toolkit was launched with 18 employers using the toolkit by the time funding had ended. 269 low wage employees had been trained and were achieving lasting wage increases, and at one establishment, employee engagement had increased by 13

¹³ <http://www.hospitalityskills.net/>

per cent in departments where new training opportunities, progression and pay scaling had been introduced.

The National Coastal Tourism Academy worked with hotels in Bournemouth to trial new recruitment methods, staff induction processes and management training to test the impact on skills, customer service and, ultimately, 'the bottom line'. Again, sharing staff and enabling progression across business was a goal. 300 low entry staff had been engaged in masterclasses from 43 businesses and 43 delegates participated in bite sized management training workshops.

The People 1st project involved four major national employers, each testing different aspects of recruitment and progression of low paid staff to contribute to a sector-wide human capital model. Analytical tools, behavioural and career coaching and multi-skilling of roles were some of the models used to assess and develop the aptitude and skills of the workforce to identify where people, especially apprentices, have what it takes to step up to the next level.

The Rocco Forte project aimed to address a sector need and develop an app to support training and progression for staff who may have access to a smartphone but not a PC and allow flexibility to conduct training when it suited them. By the time funding ended, the project had developed a career map, competency framework and online learning modules. 39 coaches had been trained at two businesses and the app tested with 43 testers.

Overall, the following aspects were found to have worked well:

- Developing progression routes and pathways within firms
- Communicating progression pathways to all staff
- Pathways that balance simplicity with relevance
- Competency frameworks that take account of the full range of skills required within roles
- Encouraging businesses to think of themselves as year- round, rather than seasonal
- Building confidence and motivation amongst employees to pursue a career in the sector
- Offering horizontal and vertical development opportunities
- Certified learning
- Offering longer and more stable contracts.

A further lesson was that the pathways developed must be clear, understandable and communicated to all staff (UKCES, 2016b).

Regarding engaging employers, the following approaches were seen to be successful:

- Engaging senior teams
- Taking a whole-organisation approach

- Workshops
- Intermediary organisations
- Face-to-face engagement
- Tailored messaging
- Demonstrating return on investment
- Using case studies and testimonials.

However, trying to engage employers during busy peak season (for hospitality this was during the summer months) was very challenging. These times were best avoided as employers do not have time to commit (UKCES, 2016b).

On engaging employees, the following worked:

- Independent research and engagement
- Social media
 - Use of technology
- Face-to-face communication and engagement from senior colleagues
- Mentoring / coaching
 - Use of appropriate language
- Short, sharp, motivational courses
- Certified learning
- Clear links to progression opportunities.

(UKCES, 2016b)

One of the key lessons of **a longer-term evaluation of UKFutures** (Green et al, 2019) is the importance of working with organisations whose objectives are consistent with the programme or who embed those objectives during the course of the co-funding. Goal alignment has been shown to enhance the possibility of sustainability by continuity of staffing, ability to more easily engage with complementary funding streams and better fit to existing activity.

Another is that the balance of respecting reluctance to share data with a need to understand the difference made by the intervention is a difficult balancing act. If government is co-funding to mitigate risk and share learning, then this needs to be an expected part of the deal. However, businesses should feel they are adequately compensated, or supported, in providing this data. There is also a need for a balance between hard data and reflective approaches and policy experimentation.

Five key points emerged from Green et al's (2019) follow-up evaluation:

1. There remains a role for Government to tackle market failures as business are unable to do so without support. Even relatively small-scale investment could be focused on triggers which engage business; risk mitigation and 'compensating' business for the risks they take in participation; and on evaluation and dissemination.
2. Multiple short-term projects do not necessarily allow for major changes to become embedded behaviour. Government support should account for the length of time it takes to tackle these issues and allow longer funding periods for embedding, dissemination and longer-term evaluation.
3. Equally, businesses need broader policy stability and certainty to facilitate their involvement in programmes like this and in implementing change.
4. At a national level, it may be that cost-benefit assessments which consider business burden are under-estimating the burden or some of the effects, e.g. through supply chains, or the uncertainty that policy change brings about;
5. At a local level, there should be a streamlining of initiatives to prevent confusion and to enable a pooling of resources and effort.

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