

CODE
HOSPITALITY



HAPPINESS IN HOSPITALITY 2023

What's your future in hospitality?

sponsored by

 **toast**

The POS platform built for restaurants

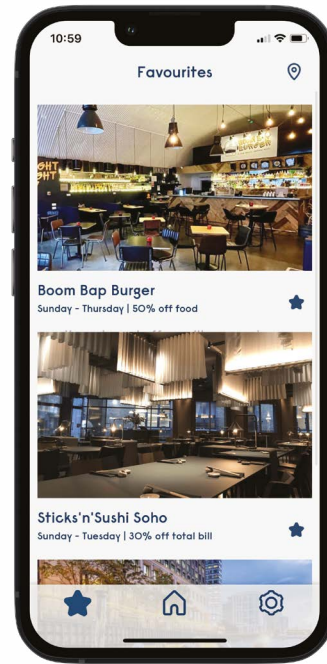
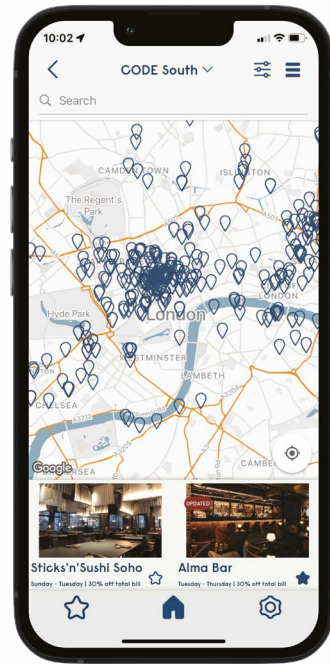
Happiness in Hospitality 2023

Contents

5. A message from our founder
 6. A message from our sponsor
 7. Our 2023 survey
 8. Setting the scene: the ongoing hospitality dilemma
 8. Our 2023 survey: the key questions
 9. Basics
 10. Pay & conditions
 11. Culture
 12. Progression
 13. Leadership
 14. Communication
 15. Tools
 16. Metrics
 17. Recognition
 18. Wellbeing
 19. Benefits
 20. The future of the workforce and key takeaways
-

GET CODE FOR YOUR TEAM

CODE has always been about allowing people in the industry to experience the best hospitality. Reward your team with membership to CODE.



We work with more than 70 hospitality businesses including Sticks'n'Sushi, JKS, Ikoyi and CitizenM.



Find out more about CODE for Business

The
BEAUMONT
HOTEL



JKS RESTAURANTS



iKOYI

HARTS
GROUP

LIMA

THE HARI



THE HIPPODROME
CASINO
LONDON

URBAN
LEISURE
GROUP



STICKSINISUSHI

CORRIGAN
COLLECTION

NATOORA

A message from our founder

When was the last time you were wrong? When was the last time you failed at something?

Reading the results from this year's Happiness in Hospitality report made me realise I've been wrong and failed many times! But there is nothing to be embarrassed about in being wrong or failing. I think it should be celebrated. How else do we get better?

Humans don't like being pushed out of our comfort zone – it's scary but it's important for us as individuals, both personally and professionally. That feeling after you had to do something you really didn't want to do – it's a proud moment.

For a long time there has been a discussion in hospitality around people – how we find them and how we look after them to make sure they're happy and want to stick around. Now, more than ever, it's clear that for us to evolve as an industry we must change how we do certain things.

A well-known restaurateur once said to me that the first thing we should do is stop using the phrase, human resource. Humans are not a resource. Fundamentally we must get better at looking after our own – our teams, our colleagues, our friends. We must show empathy – it's at the core of being hospitable.

We must listen to feedback and innovate. We cannot continue to operate in the same way – that much is clear. Change is daunting but to change, we all must be willing to fail and get things wrong. Without doing that, we will never get better as an industry.

I hope you enjoy reading this year's Happiness in Hospitality report. As always, we don't claim to have all the answers, but we hope this piece of work goes someway to help start the discussion to find solutions.

Adam Hyman
Founder, CODE Hospitality

A message from our sponsor



Over the last 10 years, Toast has gained the trust of thousands of restaurants in the US. Our all-in-one POS platform is purpose-built for restaurants and because we're restaurant people ourselves — two-thirds of our team worked in restaurants before joining Toast — we understand the unique needs and pain points of the industry.

We also understand that not all markets are the same, so when we set our eyes on the UK as part of our first international expansion effort (alongside Canada and Ireland) we knew we had a lot to learn about its diverse and world-class food scene. Over the course of the last 18 months, we fielded surveys, asked questions, and refined our recipe for success by building in-market teams and working with early customers like Le Bab, Noble Group and Sunday in Brooklyn.

So we are thrilled to support this research conducted by CODE as part of the yearly Happiness in Hospitality report.

We know that a combination of COVID-19 shutdowns, skyrocketing inflation rates, and the impact of Brexit has put the U.K.'s restaurant industry in jeopardy. But if we've learned anything from the UK market, it's that restaurant people are resilient — and technology will play a critical role in helping them grow through challenging times.

That's where Toast comes in.

Toast's all-in-one platform brings payments and POS together, providing restaurants with reliable reconciliation and transparent pricing through a single trusted partner, while offering a streamlined payment experience for guests and the reliability of offline mode to accept card payments even when the WiFi goes down.

It's this kind of integrated, restaurant-centric thinking that separates Toast from other restaurant technology in the UK. In a climate of tight margins, staff shortages, and soaring food costs, restaurants need every advantage possible — and they need it all in one place.

With Toast, that's exactly what they get.

Supported by



Harri is an end-to-end employee experience platform built for hospitality. The Harri suite of talent attraction, workforce management, and employee engagement technologies enable organisations to intelligently attract, manage, engage, and retain top talent.



Our 2023 survey was provided by people tech providers, Korero. Korero support hospitality businesses to enable the right career and development conversations, providing data organisations need to engage, develop, and retain their people.



People experts Hendrick & Hyde analysed this year's survey data. H&H support entrepreneurial and growth businesses in hospitality and beyond to become better places to work, via down to earth, results-based advice.

Our 2023 survey

Last year's CODE Hospitality survey examined why people work in hospitality. This year, we're looking at the future of the workforce in the industry, both in terms of retention and recruitment.

Our survey was carried out in July 2023 with a total of 952 responses a 35% increase on last year.

- By sector, over a third came from restaurants
- By role, the majority were from managers
- 67% were millennials (currently aged 27 – 42)
- 91% of respondents were working full-time with over two thirds contributing more than 40 hours per week
- 78% have worked in hospitality for more than 5 years (these people are a great asset and could play a big part in engaging and retaining newer recruits)
- 42% plan to stay working in hospitality indefinitely and a further 19% for more than 5 years (there is work to do to retain the 39% who are likely to move on over the next few years)

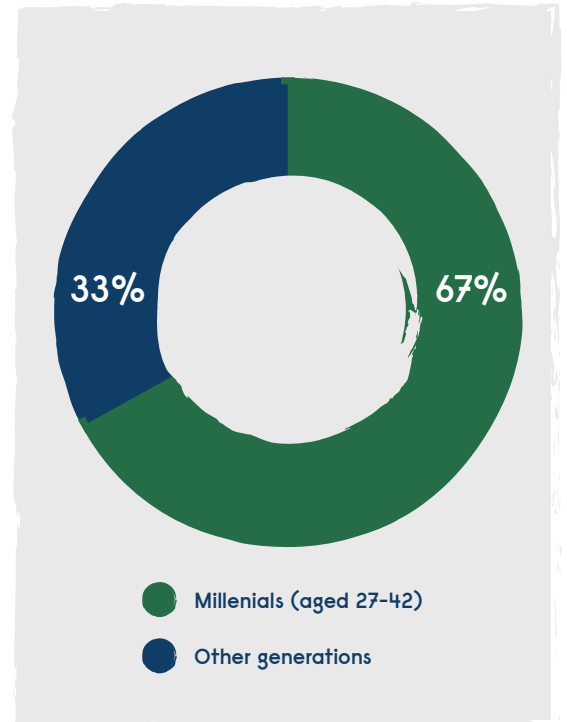


Figure 1: Survey respondents by age group

2023 v 2022

A positive to be taken from this year's report is that the year-on-year comparisons remain stable. 71% of respondents would still recommend hospitality as a career (71% in 2022) and 82% plan to stay in hospitality for the next 12 months, up from 75% in 2022.

Would recommend hospitality as a career:

2023	2022
71%	71%

Will stay in hospitality in the next 12 months:

2023	2022
82%	75%

Figure 2: Happiness in Hospitality survey 2023 v 2022

Setting the scene: the ongoing dilemma

It's the same dilemma for every business. How do you retain your staff? Hospitality has always had a transient workforce – this is likely to always be the case due to the nature of the work - but going forward the industry needs to invest in the changes required by current and future employees if we are to find solutions to the continuing staffing issue.

We have progressed as an industry when it comes to looking after our teams and there are many positives to take from this year's report. Toxic behaviours are being called out, attitudes towards staff wellbeing are improving and the archaic conditions of yesteryear are becoming a thing of the past. Yet there are still reports of long hours, little or no control over rotas, and inadequate staff changing rooms and break out areas. Lack of support around financial issues and frustrations around getting home after late night shifts are still also prevalent.

We continue to see businesses invest in recruitment but not to the same extent in retaining their people. From our survey this year, close to 60% of people work in hospitality because of their team, the relationships they build, the sense of community and the ability to make people happy. This should be food for thought for operators up and down the country.

Despite advances in technology, hospitality will always be a people business. It's important we create people-centric workplaces. A good work-life balance, flexibility with working hours, fair pay and benefits, career development and inspirational leadership are all crucial to achieving this.

"We are in the business of making memories and what greater joy could there be in life?" – Survey respondent

Our 2023 survey: the key questions

This year's questions looked at the main issues surrounding working in hospitality. Survey respondents scored each questions out of 10.

Rank	Question	Average / IO
1	I'm always paid correctly and on time.	8.9
2	I feel safe and secure at work.	8.3
3	I'm able to use my knowledge and experience to do my job as I feel best.	8.3
4	I understand how I contribute to what my company achieves.	8.2
5	Having the right technology at work is important to me.	8.2
6	My job content and required outcomes are clear to me.	7.9
7	I'm part of a positive and supportive team.	7.8
8	My line manager is clear, respectful, supportive and fair.	7.5
9	I feel part of the hospitality community.	7.4
10	I would recommend the company I work for.	7.3
11	I have an acceptable degree of control and flexibility over my working hours and time off.	7.2
12	I feel valued.	7.1
13	I'm thanked for my contribution.	7.0
14	There are good opportunities to learn and build experience.	7.0
15	The right training, equipment and tools are in place.	6.9
16	The benefits on offer are valuable to me.	6.6
17	I'm consulted on decisions that affect me at work.	6.5
18	I would recommend hospitality as a career.	6.5
19	There is practical help in place to support my wellbeing.	6.3
20	I have productive conversations about my performance, career and development.	6.1

Figure 3: this year's key questions ranked out of 10

Whilst it's positive that the results show most people are being paid correctly and on time; feel safe and secure at work; and can use their knowledge and experience to do their job as they feel best, the lower scoring questions (below 7.0 especially) highlight the major problems in our industry.

The lowest scoring question 'I have productive conversations about my performance, career and development' (Fig. 3) includes themes flagged amongst the most important for respondents when considering their future in the industry (Fig. 4). Specifically, 20% of respondents cited training & development and career opportunities/progression in their comments, the third most referenced theme. Clearly, this highlights an important area that we should be focusing on as an industry in order to make sure we retain talent.

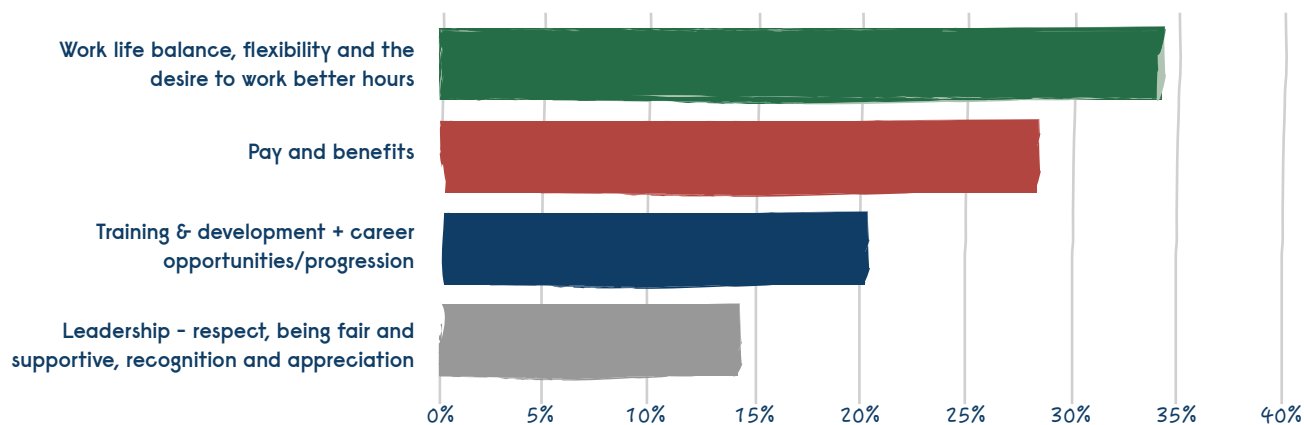


Figure 4: What's important for you to have a future in the industry?

Other low scoring questions include:

- Having the right training, equipment and tools in place
- Having benefits that are valuable to them
- Being consulted in decisions that affect them at work
- Having practical help in place to support their wellbeing

Based on the above findings, our report this year will focus on:

- Basics, pay & conditions
- Culture & progression
- Leadership & communication
- Tools, metrics & recognition
- Wellbeing & benefits

Our aim with this report is to help find solutions to problems – and to act as a sounding board for ideas. We hope we can help to drive change and ensure hospitality has a future workforce.

Basics

Understanding the workplace basics is vital for employers and employees. Arguably it's the foundation for achieving everything else discussed in this report. If we cannot get the basics right, we will continue to struggle to attract, and retain talent into the industry.

Workplace basics include job security, a big challenge during and post the pandemic for hospitality, along with providing a safe environment in the workplace and paying the correct level of salary and benefits. A successful business will be achieving all of the above that will in turn create a better workplace culture.

"I really enjoy working with customers, but mostly my co-workers. I have met some of the best people working in this industry. I love the team atmosphere that working in hospitality creates." – Survey respondent

Voice from the industry: Basics

Moncef Mansour Head of People, Cricket

I believe the current people shortage has made our industry better. Despite the challenges, it has forced hospitality to adapt and innovate so we can meet employee expectations. This has brought about positive change that will inspire the next generation onwards.

At Cricket, we always strive to build a progressive culture; a platform to engage, inspire and motivate our teams.

We aim to keep things simple when it comes to retention:

- Create a fun, safe and egoless working environment
- Consistency is the key
- Actions speak louder than words

Wellbeing is fundamental. We work with three 'wellbeing pillars' - financial, mental and physical. These act as the glue in providing genuine support to our teams

Hire right, not fast. We look for good energy, a willingness to learn and empathic qualities - aligning with our people focused ethos

We are proud to say that over 20% of our workforce have been at Cricket for 5 years or more, with others not too far behind. However, we cannot stand still as we're always looking to evolve and improve our people strategy.

Pay & conditions

At a time when inflation and the cost-of-living crisis are at the forefront of both employee and customer's minds, pay is important. Whilst it's positive to see that being paid correctly and on time received the best score in our survey, the majority of respondents cited pay and benefits as potential reasons for both leaving the industry (19%) and whether they see a future in it (29%).

When asked what was most important to them about working in the industry, one comment was prefaced with 'certainly not the money!', before stating the importance of people for them.

This sentiment is common across all written feedback, with some highlighting the associated costs surrounding working in hospitality (e.g childcare or expensive private transport after late shifts).

Supporting the hospitality workforce with the basics and improving conditions is crucial. The conditions especially need to be there for people to grow and develop, so that they can progress through the business and increase their earning potential.

"I don't know how long I can afford to do my job without realistic pay increases alongside the cost of living." – Survey respondent

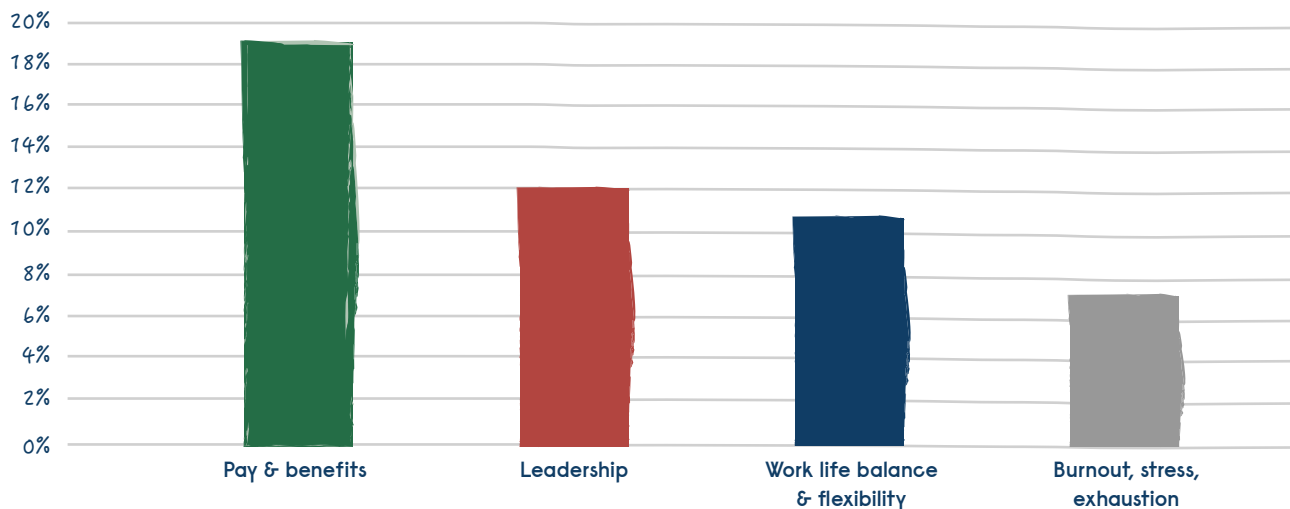


Figure 5: What would make you leave the industry?

Voice from the industry: Pay & conditions

Luci Brierley
General Manager, Mountain

At Super 8 we prioritise giving our teams ownership and responsibility within each restaurant. In doing this we work on supplying the tools, training and support to individuals to make this personal growth possible. One of the things we measure ourselves on is providing meaningful career progression, so we celebrate when we've had KPs become FOH managers, commis become head chefs and so on.

We aim to create a collaborative, creative and rewarding working environment where all points of view are heard. This approach has been particularly evident when opening Mountain recently, where the restaurant experience is a cooperative of specialists - Suzi who runs our bakery team. Holly and Martina who create the wine list, Sophie our head of butchery, SongSoo who works on sourcing from the farms. These individuals lead our team briefings each day which makes a really varied, detailed learning orientated start to the day.

We try to provide inspiration on the commercial side of things too, there's great transparency on the accounting and opportunity to engage in how the business is run. Hopefully this creates good understanding on how and why we do things whilst rewarding entrepreneurial skills within our management teams. We don't have a head office in the traditional sense, instead each restaurant is skilled in all areas of running a business. Our hope is that this provides a more fulfilling career and working style which is dynamic and energising.

Culture

Workplace culture is essential to any successful business. Our respondents cited this as important not only for their own careers but also for recommending the industry to others. The industry has improved when it comes to toxic workplace cultures and how employees are treated, but there is clearly still progress to be made.

When considering and defining a broad term like culture, the lower ranked questions in our survey (see Fig. 3) should be considered. Do your staff feel valued? Is there practical help and support for wellbeing? Do you have productive conversations about performance, career and development? Are your staff thanked for their contribution?

All of these questions ranked in the bottom half our survey. A healthy work culture should be defined by whether these questions are being asked.



Figure 6: Which of these attracted you to your current employer?

"I love the human connection - being able to bring ideas to life for good people." – Survey respondent

"We need a sea change in attitudes from employers. Exploiting the workforce can no longer be an option." – Survey respondent

Voice from the industry: Culture

Rachel Masing
People Director, ETM Group

While I'm very proud about the way our company culture has strengthened and evolved despite the last few years' choppy waters, we haven't been immune to losing staff to other industries or having them slip through our fingers as we battled incessant challenges.

There's nothing like that sinking feeling during the exit interview of a valued employee as they tell you the story of what feels like the beginning of the end. It's a disquieting feeling; often accompanied by an unsettling sense of recognition and a strong desire to wind back the clock and do things differently.

Consequently, we endeavoured to find out more about our people and their journeys – good and bad – through Stay Interviews, before they became a name on the leavers list. These conversations resolve to explore the experience of our high performers; and, like an exit interview, are styled to uncover feedback and ideas but in this instance, the conversation happens while the employee is still highly engaged. Stay interview outcomes have allowed us to refocus processes that add value; and to highlight obstacles that must be reduced to facilitate our teams' achievement. The additional advantage is that time spent with these employees demonstrates an investment to their success, as well as an appreciation of their work. Culturally, these conversations have fortified relationships, trust and momentum towards our goals.

Progression

When asked what attracted them to their current employer, 28% of respondents cited career and development prospects as the number one reason for joining their current employer. This was more than brand (22%) and pay and benefits (9%) and highlights a clear expectation from when people start their job, demonstrating perhaps a longer term attitude to staying in hospitality than might be perceived.

Career progression has historically lacked any proper structure in hospitality, especially in small owner-operated businesses when they may not have the resource in place such as a dedicated person to look after people's careers. However, the survey showed that this can also be a positive as people can progress in a more organic and less structured way.

Not having proper career progression has been cited as a deciding factor in why people choose to leave the industry. When quizzed further on what was important in having a future in hospitality, 20% of respondents cited progression as a factor.

We must ensure that we don't lose talent from the industry because we're not offering proper career progression and assisting people with this.

"Support in understanding how I can progress in my job and career in hospitality" – Survey respondent

Voice from the industry: Progression

Harry Housen Chief People Officer, Itsu

More than ever, as the last few challenging years have showed us, retaining the best talent is key to our industry's success.

Although many factors influence retention, offering growth opportunities to all is essential. It is equally important to establish transparency from the outset. By embracing transparency, employees are enabled to progress in a structured manner, equipped with the necessary tools and support. Integrating people development into the culture is essential. At itsu, it has always been embodied in one of our fundamental values: "I want to grow [myself and others]."

Thanks to technology, we are able to maximise accessibility to development through our digital training platform. This not only offers a clear pathway to every employee, but it also allows us to track their progress, identify their needs, and offer visibility to what their future growth looks like.

Monitoring employees' progression, incentivising the achievement of full family trees, proactively managing succession planning at all levels, and finally celebrating each graduation, foster a learning culture filled with growing opportunities for all. The dedication to people development cultivates a positive work environment. This not only results in improved retention, but also ensures that employee and the organisation continue to thrive.

Leadership

This year's survey results show that leadership is very important when it comes to employees in hospitality. When asked about what would make them leave the industry, the second most popular answer was leadership (12%) and their lack of trust along with feeling undervalued. 14% of respondents said leadership was important to them when it came it to whether they had a future of working in hospitality. They cited factors such as respect, being fair and supportive along with receiving recognition and appreciation.

"We need more leaders than bosses in hospitality." – Survey respondent

"Opportunities to be challenged, supported and grow." – Survey respondent

A divide is also reflected in age. Consulting with employees and effective communication is crucial to balancing these scores. The needs and expectations of staff across a business need to be listened to and understood. Businesses need to take into account that younger employees coming into the industry will often have entirely different outlooks to those who have worked their way up into managerial and director level positions. We see this across all industries, perhaps we could look to other sectors for examples on how this issue is being addressed.

Voice from the industry: Leadership

Thom Elliot
Co-founder, Pizza Pilgrims

At Pizza Pilgrims, we see team happiness as our top priority and believe, as per the Declaration of Independence, that happiness is not an attainable state but a never-ending journey. The "pursuit of happiness" is a crucial focus for us in the leadership team - to ensure that our team members are given the tools, clarity and support to follow their own path to happiness. This may be in seeking management roles in the pizzerias, or at our Pizza Base, but may also take a simpler form - through training to be a mental health first aider, or a member of a Pilgrims Progress non-management steering group.

Either way - we look to support the teams to pursue their own version of happiness, via our Learning & Development team, our ops team and our amazing academy in Camden. Our company values are geared towards people seeking their unique form of happiness - we really believe if you "Be Yourself", "Push Yourself", "Enjoy Yourself" and "Respect Others" you are on the right path to pursue happiness in your job. We also encourage our teams to have an opinion on their workplace - so we can constantly identify ways for us to improve and grow together.

Communication

Communication is important in any business. Without clear communication from leadership and management, the workplace culture will not be at its optimum. As well as not creating an inspiring place to work, teams will not understand leadership's vision and expectation. Clarity and communication was referenced as being important by our survey's respondents in having a future in hospitality.

Communication methods have dramatically changed with the increase of technology over the past decade. There are a number of communication platforms now available for businesses that allow staff to access important information in one place that does not rely on personal messaging platforms like Whatsapp to be used. It is also important to remember that by implementing a digital communication channel that all members of staff are able to access it easily. Centralised work-specific communication channels are better than multiple Whatsapp groups.

"Communication, more inclusion and thought about my rota and life outside work." – Survey respondent

Voice from the industry: Communication

Helen Blower

Director of Hospitality, The House of St Barnabas

In today's fast-paced world, effective communication remains a paramount challenge for businesses, especially within multidisciplinary operations like ours at The House of St Barnabas. As a multifunctioning organization, we recognize the importance of utilizing a range of fora to disseminate information. It's essential that we bridge the communication gap, including everyone from the kitchen porter to the directors. By doing so, we ensure that our teams are well-informed and connected, and open to cross-team progression throughout our business. In particular, the work that our Impact team does to work towards breaking the cycle of homelessness is something that must be easily available, engaging and interesting for our hospitality team.

To meet this challenge head-on, we are actively considering the implementation of a digital 'one place' for everything. Such a platform would enable our staff to access the information they need when they need it, streamlining our communication processes and fostering a more cohesive and informed workforce. Ultimately, this approach aligns with our commitment to maintaining effective communication and promoting growth across all levels of our organization.

Tools

Our survey shows that having the right tools at work was ranked as important in the workplace. This follows on nicely with the overall theme that people in hospitality want to further their careers and progress but need the tools in place to do this.

The importance of having the right technology at work ranked in the top five questions we asked. Meanwhile, the right training, equipment and tools being in place was ranked on the cusp of the bottom five, suggesting the provision of these was inadequate. The right tools make a big difference. We know this. Easy to use online training platforms are better than an outdated training manual that can't leave the office.

"Doing work I'm proud of, and having the instruments and training available to continue my learning. In short - feeling fulfilled." – Survey respondent

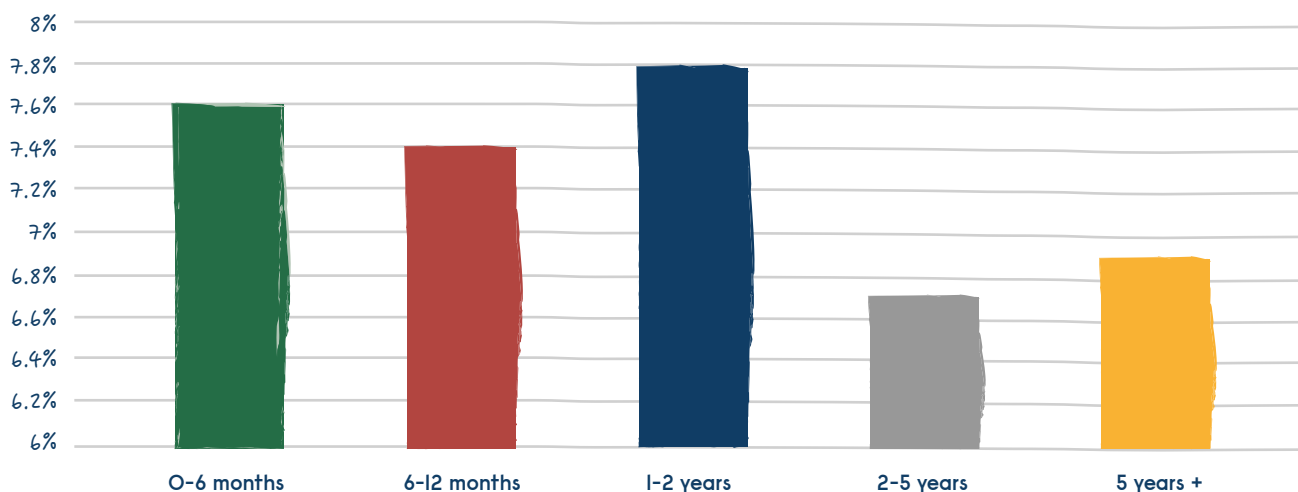


Figure 7: Time in hospitality v having the right technology at work

Interestingly, as shown in Fig. 7, it is not only those who are joining the industry now that want the right technology in the workplace, those who have been employed in hospitality for over 5 years don't believe the right tools are in place. This therefore shows that across the board hospitality still needs to embrace and implement technology in the workplace. Fig. 7 also depicts the fact that the longer you're working in hospitality the more apparent it is that businesses fall short when it comes to tools and technology.

Voice from the industry: Tools

Andrea Attard

International Demand Marketing Director, Toast

It's clear from this report that the future focus needs to be on building an ongoing retention plan. Restaurants need to be on their toes in this regard, not on their heels, where a high churn rate is the catalyst to try to fix it! This paired with the younger generation's expectation to have digital tools as part of their job, makes technology a fundamental part of the future for the hospitality workforce.

Technology like employee scheduling systems, payroll platforms, and other staffing tools can help streamline restaurant operations, improve communications across the business and increase staff productivity.

How? Restaurant scheduling software for example can help optimise schedules weekly, daily, and even shift-to-shift, so that employers always have the right balance of staff to customer traffic. This type of software can also reduce miscommunication across the team with real time notifications as well as help employers control costs with digital reports.

This type of technology allows employees to have more time to focus on what keeps them in the job - the people.

Metrics

In an industry that is so regularly number-crunched from an operational point of view, staff metrics are surprisingly overlooked. Better metrics make for a helpful way to track progress and deal with problems as they arise. Metrics should be simple and so should recognition.

Of the questions asked in our survey, feeling valued languished in the middle, placing 12 out of 20. It's worth noting that senior employees (by age) felt the least valued with a lowly average score (3.1) in feedback, again highlighting the importance of considering the demographic of a team.

In written feedback, it appears that positive recognition from customers, an important factor keeping people in the job is not often mirrored by leadership.

"Customer satisfaction, if the guests are happy we are doing our job right." — Survey respondent

Voice from the industry: Metrics

Jane Sunley

Co-founder, Hendrick & Hyde

When it comes to attracting, engaging and retaining talent, being a great place to work has never been more business critical. By far the best way to win the war for talent is via employee advocacy.

When you're fighting to deliver the day-to-day, your people metrics need to be super simple and tell you whether your employees are your greatest advocates or damaging critics. If you work in hospitality, you'll probably be familiar with the customer net promoter score (NPS). The ENPS – employee net promoter score - works in the same way. Asking “How likely are you to recommend us to a friend or family member as a great place to work?” provides insight into how your people feel about working with you, your likelihood of retaining them, their loyalty and willingness to become your employer brand ambassadors.

We recommend regular and frequent ENPS tracking, so you can quickly act on anomalies, as you would with any other business metric. By far the most reliable and efficient way is to set this up digitally – otherwise it becomes yet another clunky, manual process where the mechanics outweigh the usefulness. And it's important to share and discuss scores and subsequent next steps so that people know you're listening and are committed to action.

Recognition

Recognising employees is important for many reasons. Not only does it show team members that they are valued but it builds a sense of security, as well as boosting morale. Employee recognition is also proven to help retention levels and improve productivity, and plays an important role in providing your team with a sense of purpose. While there are a number of different ways to reward employees, ranging from remuneration to promotions, small gestures such as offering all employees a day off on their birthday and celebrating workplace anniversaries go a long way too.

Voice from the industry: Recognition

Tamantha Nugent

Head of HR, Firmdale Hotels

Job searching is easier than ever. Technology has essentially enabled us to 'shop' for jobs in the same way we would clothes, filtering by salary, job type and even distance from our bedrooms.

As the saying 'a job for life' is truly dead in the water, we have tried not to overcomplicate our retention strategy at Firmdale Hotels. We reward and recognise our team members for their efforts, commitment and long service. We know our teams work hard, so to thank them, we run a number of team appreciation days and weeks throughout the year. Activities include treasure hunts, massages and home cooked meals by our general managers, and team afternoon teas every Friday.

We also celebrate milestone moments through experiences we hope our teams won't forget. Our experiences range from dinner and spa treatments, to overnight stays in our London properties – as well as trips to visit our New York properties (let's not forget spending money). We like to celebrate these moments together too, so we host an annual long service awards ceremony in one of our beautiful screening rooms. Earlier this year, we celebrated a team member with over 35 years' service.

So for us, we're keeping it simple - recognition equals loyalty and commitment which in turn equals retention.

Wellbeing

The wellbeing of your workforce should be at the core of any business. The feedback from our survey is rife with references to ‘burnout’, ‘impossible hours’, ‘exhaustion’ and ‘work life balance.’

As shown in Fig. 5, 11% of those surveyed revealed that a lack of work life balance, flexibility and gruelling hours is what would ultimately lead them to leaving the industry. 34% of respondents said that work life balance was the number one factor that influences them having a future in the industry (Fig. 8).

The industry is full of passionate people who enjoy working with their colleagues and look at their work beyond remuneration. Wellbeing needs to be a serious priority for hospitality. Getting smarter about hours, understanding people’s personal needs and making their lives easier (paying for a late-night taxi or nutritious, family-style staff meals, for example) are important steps towards better staff wellbeing.

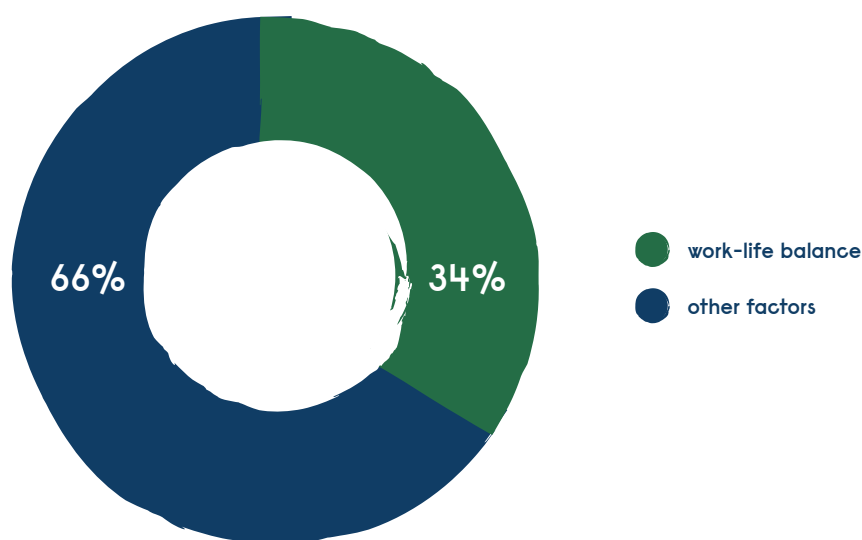


Figure 8: Factors influencing your future in hospitality

“Having a good work life balance. I haven’t worked anywhere that prioritises having 2 days off in a row.” – Survey respondent

“Enough of “oh well give up your life and weekend you should know what you got yourself into”. More of “let’s make a plan and make sure you manage to have a weekend off every couple of weeks.” – Survey respondent

Voice from the industry: Wellbeing

Melissa Tomsett Head of Development, Kelly's Cause

By creating a working environment in which individuals feel safe and comfortable to disclose mental health conditions to their employer, we have observed a more content workforce. When an individual discloses a mental health condition, employers should take steps to make reasonable adjustments for that individual, making life a little easier at work. This in turn ensures you're setting up the individual for success and helps to retain them. They feel valued, listened to and comfortable in their working environment.

Reasonable adjustment examples:

1. Adjusting start and finish times depending on medication side-effects.
E.g., some medication can make an individual sleepy or hard to wake up in the morning. Scheduling them with a later start time would be a reasonable adjustment.
2. Consider changing the physical work environment if you are able.
E.g., if you have an individual who is affected by overstimulation, move them to a quieter bar / part of the restaurant etc where they have an increased chance to enjoy their work.
3. Review communication methods, style, and frequency to adjust for anxiety.
E.g., receiving spontaneous calls and off-shift messages on personal phones can trigger anxiety. Creating a communication channel just for work, such as Slack, Teams or Workplace Chat, and setting clear boundaries on when contact should be made, and responded to, sends a clear message that the employer respects an individuals' time, removing that potential trigger for anxiety.

Benefits

The importance of benefits should not be underestimated either. 29% of respondents stated pay and benefits were important to them for having a future in hospitality, a factor inseparable from feeling valued. When hospitality narratives are so commonly associated with sacrifice, it's important that we strive to reward staff not only to keep them in their roles but change perception of the industry from the outside.

*"Basic benefits that would be on offer in any other industry would be ideal. Hospitality typically offers the bare legal minimum." -
Survey respondent*

Voice from the industry: Benefits

Iré Hassan-Odukale Co-founder, Ikoyi

Hospitality is one of the hardest industries to work, and most people feel overworked and underpaid. It is important that business owners do their bit to make it easier not just by rewarding people fairly, but providing benefits that don't usually cost the business that much but make a massive difference to people's lives; Allowing them to enjoy perks that they normally won't be able to afford. Our teams are our greatest assets, we should invest in them.

The future of the workforce: our key takeaways

Hospitality can be one of the most rewarding careers and many of us in the industry know this. We have a duty to make sure we continue to find the next generation of talent. The industry is getting better at looking after people but our survey makes it clear that we still need to improve especially when it comes to pay and conditions and staff wellbeing.

Expectations from the workforce are changing. As an employer we must be sure to meet these expectations otherwise people will move industries. Hospitality will always require certain compromises (evening and weekend shifts) but we must find ways to offer more flexible working and a better way of working.

We have listed out our key takeaways below on how we can start to make a difference. Hospitality must continue to find ways to be better and look after our greatest asset; its people.

Happiness in Hospitality 2023: our 11 point plan

Basics

Make sure the basics are in place

Pay & conditions

Regularly review and address these

Workplace culture

Define what your business stands for, what's important to you collectively and the way things are done

Progression

Offer and support career progression on an ongoing basis

Leadership

Employees want leaders not bosses

Communication

Implement a digital 'one place' for everything

Tools

Embrace the possibilities and be open to doing things differently

Metrics

Put simple yet powerful people metrics in place

Recognition

Recognise and reward for good work

Wellbeing

Take care and look after your people

Benefits

Provide perks people actually need and want

*Voice from the industry:
Future of the workforce*

**Craig Brancroft
Managing Director, Northcote**

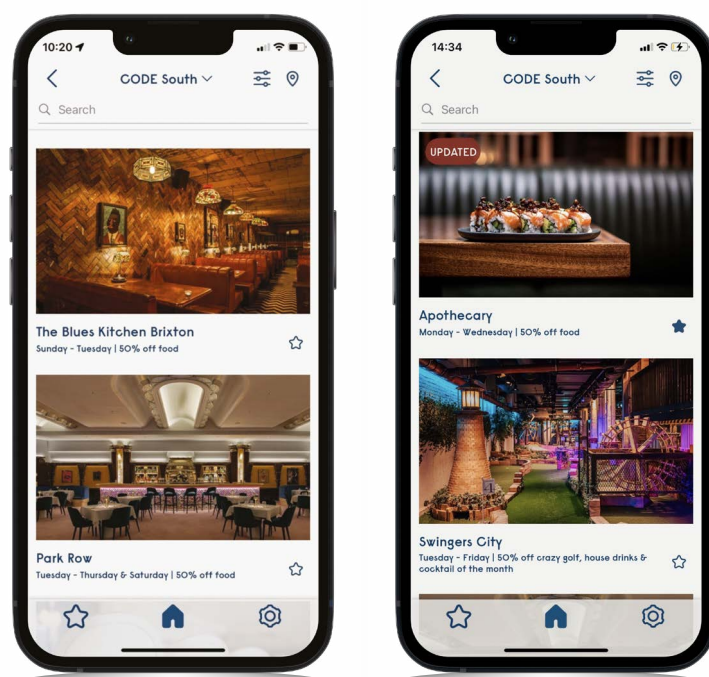
The landscape of our Industry has had such a shift over the last three years. As we reflect, there has been some incredible progress in the way we look after our teams. Although we are still facing severe economic challenges, the employment pool has improved, and retention is now the focus to combat the revolving door scenario over the last eighteen months.

As an industry we offer such a variety of opportunities to all aspects of the work force over multiple skills and at all levels within so many different styles of businesses from hotels, restaurants, contract services, cafés, event spaces etc. The success stories are abundant in our industry and showcase how loyalty and training can take a young waiter to a senior food and beverage manager at a young age and show full potential to ultimately progress and become hotel general manager.

Retention and progression to deliver success is one hundred percent our focus for the future and if every business adopted that type of mindset, the industry at large would create some amazing hospitality professionals. In many ways the future is daunting. With the march of AI - it will affect some areas of our industry but ultimately, replacing fabulous personable hospitality professionals and enjoying a well-crafted product at whatever level will never be able to be replaced by future technology and AI evolution.

GET CODE FOR YOUR TEAM

Inspire a passion for hospitality in your team with CODE for Business. With CODE, teams can access up to 50% off at 500 restaurants, bars, hotels and experiences, exclusively for the hospitality industry.



Find out more here

*"CODE is our team's favourite perk.
A great way to discover great enues and learn more about our industry"
- Head of People, Ibérica*

*"Our team loves CODE, it gives them an opportunity to experience
different branches of the hospitality industry"
- Head of Talent, Chateau Denmark*

CODEHOSPITALITY.CO.UK

For more information: contact@codehospitality.co.uk

All copyright, database rights, trade marks, designs and patents in Happiness in Hospitality 2023 (the "Publication") belong to CODE Hospitality Ltd ("CODE").

1.1 Recipients of the Publication or extracts from the Publication shall not disclose the same publicly in any manner that is likely to harm CODE's reputation or business. In particular, the recipient agrees not to use the Publication in any manner that could or does exaggerate, distort or

misrepresent the findings supplied by CODE.

1.2 Any public statement, marketing material, press releases or the like that contain the whole or any part of the Publication shall only be (a) disclosed upon prior written consent of CODE (which consent shall not be unreasonably withheld), and (b) accompanied by an acknowledgement, such as "information supplied by CODE Hospitality"

CODE © CODE Hospitality Ltd 2023

CODE ® is a registered trademark of CODE Hospitality Ltd

CODE Hospitality Ltd is a wholly owned subsidiary of Knife and Fork Holdings Ltd

Registered Office: 5th Floor, Greener House, 66-68 Haymarket, London, SW1Y 4RF Registered in England & Wales No. 07950029 VAT Registration Number: GB 341 8677 79