



**RESCUING HOSPITALITY:
THE NO BULLSH*T
SOLUTIONS YOU
NEED TO ACTION
TO ATTRACT,
RECRUIT AND RETAIN
YOUR PEOPLE**

OTOLO

Community | Connections | Courses

myotolo.com

OUR MISSION

THE ONLINE GLOBAL HOSPITALITY PLATFORM

Otolo is the global online hospitality platform dedicated to retaining and acquiring talent through tech, community learning, mentoring, training, events and insights.

Providing upskilling and personal development opportunities to individuals and teams, we actively promote the hospitality industry to help businesses with the ongoing staff shortage. We offer free accreditation courses to kickstart careers, mentorship classes to grow, and various events to educate.

We believe it is time to super-charge sustainable and inclusive career development, and we're here to help it every step of the way.

“As a business in a highly competitive industry, you have to take charge of doing 3 things differently: attract, keep, and train people better. The role of tech is fundamental in backing the industry efforts.”

– James Lemon, Founder and CEO of Otolo

"Otolo has allowed me to connect with hoteliers around the world, learning new skills from mentors. After being a part of the platform for a year, and growing within the community, I was able to become a mentor and support those who were now experiencing the uncertainty of their careers. Otolo has not only provided me with a safe space to get back on my own feet but also has allowed me to bring it full circle and now support those looking to grow themselves."



Catrina Pangelley MIH,
The Nerdy Hotelier,
Leisure Sales Manager at
Mandarin Oriental Hotel
Group

THEY BACK US...

"Otolo are making a change utilising the skills, knowledge and the passion of the mentors who are invested in the next generation of leaders. That is something to be applauded, shouted from the rooftops, and offered every piece of support we can muster! This industry we love needs change, and Otolo are on the frontline of that change."



Kieron Bailey,
Co-Founder and
Creator in Chief,
EXP101



Craig Prentice,
founder of
hospitality
talent partner
mum

"I've heard so many lovely stories of those Otolo have helped during the pandemic. Their innovative approach of blended mentoring, coaching and online masterclasses aiming to give those from disadvantaged backgrounds, working mums and a better career pathway is impactful. The industry has needed this joined-up support for a long-time and I'm excited to see how many more people they positively impact in the year ahead."

WE ASKED WORKERS...

How do you enjoy working in hospitality?

Do you feel you have all the support you need to progress?

Do you plan to build a career in the industry in the long term?

"I don't want to stay in Hospitality, my passion is web development, I want to become a web developer. I suppose I could do this within Hospitality but no-one has told me how."

"I have been working in hospitality since last September and I struggle to balance my studies, my job, and my side project."

"I want to stay in hospitality, as I only have experience in this industry, but I am not sure what is next for me or what my opportunities for career progression are, nor have I been told about my career pathways."

"I want to be a data analyst; I have never been given the opportunity to learn more about doing this in hospitality and I do not have time for finding a mentor now as I am studying."

"The challenge nowadays is that training and courses are standardised and not fitted to all. I would like to see a programme that would differ from one person to another."

HOSPITALITY AT A GLANCE...

1.3m

jobs ready to be filled in the UK, including 200,000 in hospitality

Source: [ONS](#)

1 in 5

people said they consider a job in the hospitality industry

Source: [KAM Media](#)

29%

of hospitality workers will leave their jobs by the end of 2022

Source: [Deputy](#)

1 in 5

hospitality workers suffer from work-related severe mental health issues

Source: [RSPH](#)

77%

of workers are very concerned about the stability of the sector

Source: [Deputy](#)

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HOSPITALITY AT A GLANCE...

35%
of workers
have felt
overworked

Source: [TUC](#)

84%
are feeling
stressed as a
direct result of
their job

Source: [RSPH](#)

24%
of employees
feeling less
engaged and
burnt out

Source: [Medallia Zingle](#)

48%
of workers have
experienced
bullying at their
workplace

Source: [TUC](#)

61%
of workers feel less
rewarded and more
stressed as their
workload grows, and
their company
struggles to hire more
staff

Source: [Medallia Zingle](#)

HOW DO WE JUMP FROM 1 IN 5 TO 2 IN 5 PEOPLE CONSIDERING A JOB IN OUR INDUSTRY?



We know establishments are at boiling point. Businesses struggle to fill the vacancies as the industry's reputation keeps on plummeting.

Undeniably, the sector lacks attractiveness in terms of wellbeing support, training and meaningful individual development, plus clear career pathways across the sector, not just within people's current roles or employers.

How do we shift people to choosing hospitality again? How do we jump from 1 in 5 to 2 in 5? Based on the insights we gathered from FOH workers, we noticed three major areas that companies should address sooner rather than later to fix the current staff shortages:

- 1) Build comprehensive wellbeing and mental health support**
- 2) Provide clear career pathways and opportunities for progression across the industry**
- 3) Implement personal development plans that are unique to the individual**



BUILD COMPREHENSIVE WELLBEING AND MENTAL HEALTH SUPPORT (1/4)

Even pre-pandemic, workers were facing lots of pressure and stress due to unpredictable hours, increased workloads, absence of personal and career development and poor mental health support. In an industry where there are more job openings than applicants, there is an urgency to solve the staff retention challenges.

The problem is, that people do not see the sector as attract anymore, as it does not respond to their individual needs. From single-parent households to those juggling multiple jobs there is a need for greater individual flexibility, better salaries, recognition, engaging company culture, individual career development, the list goes on.

Research from the RSPH found that 1 in 5 hospitality workers suffer from work-related severe mental health issues and 84% of are feeling stressed as a direct result of their job.

If the industry does not focus on the psychological wellbeing of its existing staff, can it truly retain it?

Hospitality employees need to be able to go home, switch off, and come back to work refreshed and ready for the next day.

Here are concrete solutions to help you boost your employee retention:

4-day work week

In 2022, the UK announced a six-month pilot programme that introduces a four-day workweek across popular sectors.

The Landmark London hotel is participating in this programme as the leaders noticed the hotel's chefs have an increased workload.

Other brands who tried the four-day workweek: Dig, The Devonshire Arms, Elephant Ventures, and a few others.

BUILD COMPREHENSIVE WELLBEING AND MENTAL HEALTH SUPPORT (2/4)

Dig conducted an internal survey which revealed 87% reported the four-day week has improved their work-life balance and had a positive impact on their mental health.

Flexible working hours

While staff should be allowed to have regular breaks within shifts, working shifts should be distributed fairly among employees and consider their holidays, personal commitments, side projects and other needs. If you're struggling to recruit roles at 60 hours then reduce the hours and offer a job share.

Better company culture

It's time for hospitality to do more for their employee experience:

- Train mental health first-aiders
- Run trial days ahead of joining
- Make sure your team have access to hotlines and charities such as Hospitality Action
- Offer fair and competitive salary and address the gender pay gap
- Offer them wider opportunities within the hospitality industry
- Close sites and allow the team to have a team night off

Take care of your staff like you would take care of your customers

As like-minded businesses face struggles to recruit and retain, the number one priority to help change the perception should be to take care of your staff. Every employer needs to know their people as individuals, their objectives in life, their interests, and support them in building their learning curves.

It is crucial to adjust your culture to your people's commitments, career projections and personal lives.

Ask yourself...

What are your employees looking for?

What are their soft skills that could be beneficial to your business?

What are they passionate about?

BUILD COMPREHENSIVE WELLBEING AND MENTAL HEALTH SUPPORT (3/4)

It is up to businesses in hospitality to play a part in the change and show their people how both their workplace and the industry are awesome to work for and can help them achieve their goals. Let's look at hospitality brands that decided to make a positive impact and put their people first:

HONEST
BURGERS

CASE STUDY

Private health insurance for all

All employees receive paid private medical cover through Vitality, which encourages them to remain healthy by educating and rewarding themselves for healthy living. The list of health benefits provided is endless: free GP, physio and therapy sessions, exercising, online resources, videos, loyalty freebies from coffee to a free Apple Watch, etc.

4-week paid sabbatical leave

Another amazing perk for the UK-based expats working amongst the company staff is the four-week paid sabbatical benefit, two weeks more than the usual two-week limit. Head of Employer Brand Oli Cavaliero implemented this to “enable their 70% non-UK employees to visit and catch up with family and friends, or just enjoy London outside work”.

DISHOOM
FROM BOMBAY WITH LOVE

CASE STUDY

Competitive salary

To get the transparency and fairness employees need, the company has arranged for the service charges to be shared between the teams at the cafes and every team member can access a share of their earned wages whenever they need it.

Extra benefits

It's no news that people have families, and some are parents! To give staff flexibility in their personal life, Dishoom offers them a day off to take kids to their first day of school and sends a little package for every childbirth.

OTHER SHORT-TERM SOLUTIONS TO MAKE PEOPLE HAPPIER AT WORK... (4/4)



Pan Pacific London went a step further in recent holiday periods. Knowing it was stressful for staff to travel back and forth they offered hotel rooms to their staff and extended the invite to their families and pets.



SOHO HOUSE & CO

Soho House Group are taking mental wellbeing seriously. Offering up to five paid therapy sessions to employees per year, they actively encourage a culture of openness when life isn't going smoothly.



D&D London decided to cap covers to make sure skilled staff don't get burned out as they take on more work. This allowed them to maintain a work-life balance while the company focused on attracting more talent. Staff have also received a 15% hourly wage increase and the business has become more accommodating when it comes to staff schedules and rota availability.



Pizza Pilgrims increased staff wages, with the majority paying beyond London Living Wage, which currently stands at £11.05.

WHY EXPERTS THINK MENTAL HEALTH SUPPORT IS CRUCIAL IN THE INDUSTRY...

"Two years ago, pre-pandemic, I was doing research; it was after I heard a Chef committed suicide in the Cayman Islands. I thought he had everything in his life, and wondered why such an act? I think we need more support at a managerial level. Companies need to start incorporating mental health for managers into their values. Nothing has been put in place, so it definitely needs more attention."

- **Dee Burrowes, Mental Health Guru**

"It's not only about having a strong recruitment strategy in place, but it's also about knowing how to retain your staff. When they're in their jobs, are they happy? Do they have the right benefits? Trying to get staff back in the industry is challenging. We work across the US/AUS, and we observe the same issues."

- **Peter Briffett, CEO and Founder of app Wagestream**

"For me, a big thing is treating everyone as a human – actually treating them as a human. Not just talking about it."

- **Oli Cavaliero, Head of Employer Brand, Honest Burgers**

2 PROVIDE CLEAR CAREER PATHWAYS AND OPPORTUNITIES FOR PROGRESSION ACROSS THE INDUSTRY (1/2)

Because we're in a phase where we're questioning the industry's attractiveness to younger people and trying to retain those in early careers, we need to inspire younger people to choose hospitality as a career. Harri revealed that "Covid-19 was the catalyst for the renewal of various leadership programmes across the sector".

If most students feel unsure of building their career in hospitality, it's because there's is a lack of guidance in that matter.

Leadership and communication

The key to giving clear guidance on career progression and opportunities first lies in communication and leadership, from day one. If you provide your employees with personal development plans in the short, mid and long terms, you invest in their potential and make them feel more valued and engaged with your company, and with the hospitality industry.

Furthermore, you build the future of your company with them, and you participate in reshaping the industry. Remember to be individual to everyone, from people who need support with flexible hours because they have kids to those students who need extra shifts to pay for university.

Make our people stick to hospitality, together

As hospitality businesses, we're on a mission to rebuild the industry. For that, focus on retaining your staff not only within your organisation but also within our industry. If you've got someone who wants to be a web developer, pop them into your support office or offer them a secondment to another hospitality company that can support them in gaining those skills.

Mentoring

Last year saw the rise of training and mentoring, with many experts in the industry teaming up to offer mentorship initiatives such as Otololo and support more people in building their future in the industry.

PROVIDE CLEAR CAREER PATHWAYS AND OPPORTUNITIES FOR PROGRESSION ACROSS THE INDUSTRY (2/2)

There is a need for the industry to be more fun, more attractive, with openness and willingness to listen, and the ability to offer staff internal and external career opportunities. What are businesses doing to inspire and retain their people?



CASE STUDY

Honest Incubator Programme

Successful intrapreneurship uses existing company frameworks and resources, and this approach usually leads to initiatives that help the wider company innovate. This is why Honest Burgers launched The Honest Incubator Programme to give anyone within the company the chance to set up their own food brand, counting on the support of the chain.



CASE STUDY

Intrapreneurship

KERB recruits 'inKERBators' every quarter to bring them up to full KERB standards by providing market pitches, mentorship, and access to resources, focus groups and one-to-one feedback. Since 2017, over 29% of their traders have gone on to bricks and mortar or pop-ups with 78% of traders graduating from their programme.



CASE STUDY

Team building

It's called the Bombay Bootcamp! Anyone with the company for five years or who is promoted to Head Chef or General Manager is taken to Mumbai for an immersive five-day tour of the city to learn about Mumbai's food, culture, and heritage. This is a reward to be proud of, as a company and an employee!



CASE STUDY

Offering job opportunities

When the pandemic hit, Hilton had to let go of 22% of its total corporate workforce. However, the company made sure it didn't leave people without hope and opportunities. It partnered with leading companies and connected its employees to one million short-term jobs!

WHY EXPERTS THINK CLEAR CAREER PATHWAYS CAN SUPPORT THE INDUSTRY...



"I have been made redundant in October 2020, and I have a feeling that most companies talk the talk but do not walk the walk. Honestly, it has been a tough two years as so many of our colleagues lost their jobs so we must take on board what is going on in people's lives and stop that brain drain."

– **David O'Connor, The Alan Manchester**

"What are we doing to make work more interesting in the industry? In hospitality you compete against brands you sit next to in a high street. But the game's changed and is all about collaboration and joining forces."

– **Steve Rockey, The Pig Hotel**

"Give them the chance to build and develop their career plan, from day one because if people have a poor experience they won't come back and they will tell their friends and family about it. It is all about being aware of it and checking regularly on your staff and recognising their successes. Flexibility is also key as individuals are used to getting what they want so we need to be courageous and adapt our models."

– **Sarah Hammond, Head of People at Yo! Sushi UK**

"Dishoom has gone above and beyond when it comes to looking after their team's personal development to make sure that it is a place where anything is possible, always looking internally to promote before looking externally."

– **Internal Communications, Dishoom**

3 IMPLEMENT PERSONAL DEVELOPMENT PLANS THAT ARE UNIQUE TO THE INDIVIDUAL (1/2)

Naturally, staff need to feel supported in their career development and it is your role to make them feel valued and motivated to stick with hospitality for the long term.

Creative training programmes

Nobody likes boring training, pages of information and pointless questions. But you can be creative! For instance, Dishoom has developed the Babu Masterclass, a 6-month training programme for FOH teams to develop fine skills and Kitchen Academy, their most rewarding course. Your staff also shouldn't rely on you for everything they want to achieve. Instead, learning from like-minded peers can help develop their decision-making skills and self-confidence. Adopting an external mentoring programme in your company can help with engagement, validation of ideas, confidence and even decrease the cost of training overall.

Plus, a mentor doesn't have to be a manager or someone in top leadership. This is a common misconception that can sometimes delay companies investing in mentoring.

Why become a mentor?

- Build leadership and communication skills
- Learn, learn, learn
- Gain new perspectives
- Give back to the industry you love
- Build and expand your network
- Support your company's growth

Why become a mentee?

- Become culture-proof
- Gain new skills
- Stay motivated, always
- Access loads of monthly events and resources to help you in your career

Why do you need an external mentoring programme?

- Get fresh perspectives and shared knowledge from the industry
- Offer more bespoke and individual development to your employees
- Expanded networks
- Creates a space to have authentic conversations

IMPLEMENT PERSONAL DEVELOPMENT PLANS THAT ARE UNIQUE TO THE INDIVIDUAL (2/2)

We know the pandemic shook things up virtually and people used lockdown time to find their tribes and join communities aligned with their careers or interests, to palliate the lack of work and social lives as well.

Encouraging your staff to join communities to fuel their careers

Communities can truly be found everywhere, but what matters is to find relevant groups or platforms that will help your staff achieve what they want to find the support they need and don't necessarily have at work.

Our industry puts people and communities first. In the past, we've worked more individually but at Otolo, we think it's time to develop a different approach and show people what they can achieve in our industry, and why it's the right decision for their careers.

We believe in acquiring and retaining talent through connections, collaborations, community, and courses.

So why is it beneficial for your staff to build their network and join learning communities?

- Your people get out of their comfort zone
- They can't get everything from you in terms of individual development
- They solve problems together
- They build their network
- Because we're in the business of people, so why not meet more?
- It gives people external support

How does it impact their career development?

Communities help your staff learn and do better, thanks to the continuous motivation and support they provide. When we know like-minded professionals have been in our shoes before, our level of confidence in our decision-making only ramps up and we can take a step up in our career.

WHY EXPERTS THINK MENTORING IS VITAL FOR THE INDUSTRY...

“There’s so much more to hospitality than bar, kitchen and floor. You can mould your job if you harness the power to do so. Come because you want a close family, you want to progress in your career, learn new skills and you have a goal of getting to where you want to be in your career quite quickly.

– **Olajide Alabi, Turtle Bay & SISU community**

"I am so excited to support the younger generation in the industry!"

– **Cat Pengelley, Leisure Sales Manager at Mandarin Oriental Hotel Group**

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“After joining Otolo as a Mentor I helped three university students. Their means of survival had been small government study grants and they were lacking self-confidence. Over 6 months of mentoring we managed to restore hope, completing their qualification. They are now working in various positions within our company. Without Otolo they would have failed their course and would now be unemployed without any income.”

– **Chris Godenir, Otolo Mentor and General Manager, Peninsula Hotel**

“At TIP we are passionate about creating a culture of talent development. Otolo has created a strong mentorship community in a short time.”

– **Martijn Mulder, Founder of TIP Hospitality**

TAKEAWAYS

The future of hospitality remains hopeful, with many opportunities for reinvention and shifting perceptions of the industry.

If you currently struggle with recruitment, and retention or observe a very low employee engagement or a high turnover, it is crucial that your company starts implementing some of the initiatives mentioned in this report.

What you need to do in 2022 to make people love working in our industry:

- Provide flexible working hours
- Improve salary, benefits, and training
- Treat your employees' personal development as an individual plan that is tailored to them
- Give your people the support they need to stick to hospitality for their career, the industry they love
- Objectively look at mental health and wellbeing resources
- Address employee feedback
- **Invite your teams to join Otoló**
- **Invest in training and the Otoló mentoring programme**

KEEN TO HEAR MORE?

Talk to us to find out more about mentoring and our courses!

Leon Smith,
Partnerships Lead



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