



We believe in changing lives for the better. That's why we're committed to achieving our *Mission to a Million: Forward Together* by 2030. Improving socio-economic outcomes is our guiding principle.

We've already positively impacted the lives of more than 500,000 people through job creation, education, training and meaningful charitable engagement, and we're building on that progress. With our four pillars – Get In, Get On, Get Involved, and Get Supported – we're dedicated to turning passion into measurable action for our colleagues and communities.

## GET IN

We are committed to building a workforce that reflects the diversity of the communities we serve. By widening access, refining recruitment and embedding equity into everything we do, we will ensure opportunity is open to all.

Each year, we will create 1,000 apprenticeships, provide work placements, and partner with schools, colleges and charities to reach untapped talent. Through our Social Partner Hub and collaborations with organisations such as the DWP, Springboard, the Clink and the Care Leaver Covenant, we will open pathways into long term employment.

## GET ON

From frontline roles to senior leadership, our pathways will be open, transparent and fair. We will establish mentorship programmes and targeted support to ensure that historically underrepresented groups can thrive.

Through initiatives such as our Six Signature Programmes and Xcelerate regional training centres, colleagues will be equipped with the skills they need to succeed. Everyone will have visibility of clear progression routes, from entry level through to senior leadership.

We will also monitor progression rates across gender, ethnicity, socio-economic background, and disability, ensuring accountability and action when barriers persist. In this way, we will build a culture where diverse talent flourishes and leadership reflects the society we serve.

## GET INVOLVED

Our responsibility extends beyond our business. With the strength of more than 55,000 colleagues, we will champion initiatives that improve health, nutrition and community wellbeing.

Through programmes such as Beyond the Chartwells Kitchen and the Junior Chef Academy, we will inspire the next generation with the skills and knowledge to make healthier choices. We will launch a voluntary work scheme, giving every colleague a day to support local initiatives, while also mobilising fundraising and practical support for causes that matter most to our communities.

Together, we will harness our collective energy to create lasting impact nationwide.

## GET SUPPORTED

Support must be tangible and consistent. We will create a workplace where fairness, dignity, and well-being are non-negotiable.

We will continue to advocate for the Real Living Wage, already achieved for those we directly employ, and championed through partnerships that have helped more than 28,000 additional employees in the past 18 months. We will publish annual gender and ethnicity pay gap reports with clear actions to close them year on year.

Beyond pay, we will provide practical care for colleagues at every stage of life, offering wellbeing and mental health support, parental leave, menopause support and initiatives such as Nourished Life, which provide guidance and tools to ease financial, health and everyday pressures.

As a major UK employer, we will convene and mobilise the wider hospitality sector to raise standards and share the positive impact of fair pay with government and industry.

Let's work together to build momentum and continue creating meaningful change in society.

Together, we can change lives, strengthen communities and shape a fairer future.

Together, we can make our ambition of changing one million lives for the better a shared reality.