



ANNUAL REVIEW

24-25





The Master Innholders, Innholder Scholars and Innholder Graduates continue to be most grateful to our supporters and sponsors. The donations help create engaging, educated, forward thinking, responsible and motivated managers. The hotel industry is rewarding and evermore so challenging with the geopolitical climate in which we operate. We need to continue to train and develop those working in the hotel industry. Much of the education we facilitate would not be possible without their support.

Thank you.





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Introduction from the Chair

James B. Clarke MI, Chair, Master Innholders



It is my pleasure to present the Master Innholders annual report to you.

The hospitality landscape continues to evolve; shaped by technology, shifting guest expectations, and global geopolitical challenges. Yet we remain agile, we adapt, we innovate, and we stay curious. That spirit of continuous learning is what keeps us not just relevant, but ahead.

The education and development aspect of the Master Innholders is crucial for our future. That is why it is great to see so many people apply to become a Master Innholder, as well as submit applications for the Innholder Scholarships and the Master Innholders Aspiring Leaders Diploma.

Our hospitality industry is safe in our future leaders. However, the headwinds have increased this year; we all need to promote hotelkeeping at all levels at every opportunity.

In September, I had the honour of becoming Chair of the Master Innholders. With the support of Zoe Jenkins MI as Vice Chair and soon to be the first female Chair of the Master Innholders, she will chair the 50th Anniversary of our organisation in 2028.

In the past year alone, with the support of the Master Innholders Executive Committee, our multiple successes include:

- We welcomed **10 new Master Innholders** into the community
- **12 scholars attended Cranfield or Cornell University** as part of their Innholder Scholarship
- **36 Aspiring Leaders** completed the development programme over two years
- Our alumni network now includes **190 Innholder Scholars**
- The Hotel Leadership Conference raised over **£200,000**, with £65,000 of this being donated to the Master Innholders Charitable Trust (MICT).

These achievements are only possible thanks to the generous support of our partners and stakeholders — including the Worshipful Company of Innholders, MICT, the Savoy Educational Trust, and The Lord Forte Foundation. Their commitment to education and excellence is much appreciated.

However, perhaps most importantly, we are a community. A fellowship of professionals bound by a common purpose: to elevate hospitality in every sense. We learn from one another, support one another, and grow together. In a world that often celebrates competition, we stand out by embracing collaboration.

Our vision remains clear: **to be recognised as the progressive and influential organisation for the UK's leading hoteliers.** And we fulfil that vision through all of our activity. Through our educational programmes, through our numerous events throughout the year, through the Hotel Leadership Conference, and through all the hard work and support from every one of our members.

We have also worked closely with HMS Sutherland in helping galley cooks work stages in a London hotel. This is as a result of the Worshipful Company of Innholders Military Affiliations.

Thank you for your unwavering commitment and the energy you bring to our profession.



Executive Secretary Overview

Alistair Sandall, Executive Secretary, Master Innholders

Since taking on the role as Executive Secretary, I have been impressed by both the quantity and quality of educational opportunities we deliver. From the prestigious Innholder Scholarships at Cranfield University in the UK and Cornell in the USA, to the highly respected Master Innholders Aspiring Leaders Programme, our commitment to developing talent in hospitality is clear and unwavering.

The calibre of our successful applicants and the standard of the programmes they attend are truly outstanding. As our Chair rightly highlights, continued support and increased funding for these initiatives are essential. These programmes are unique to the Master Innholders and every contribution truly makes a difference.

I have also been honoured by the amount of help and support (and forgiveness for my mistakes!) given to me in this role. Not only from Wallace my predecessor, but the whole

MI community; thank you. The camaraderie amongst Master Innholders is second to none. This, and the very commendable efforts made to raise funds for us and Hospitality Action, as mentioned in this report, are most impressive.

A particular highlight for me this year was the Court Dinner, where we formally welcomed 10 new Master Innholders. As you know, the dinner is the culmination of a rigorous application and interview process, designed to ensure we continue to uphold the highest standards.

Of course, the role brings its challenges, but without those, there would be little need for managers and leaders. It's these challenges that make the work meaningful.

Thank you once again for welcoming me into the role. I look forward to supporting you all in the years ahead.

Treasurer's Report

2024–2025

**Anne Golden MI,
Executive Committee Treasurer,
Master Innholders**

It has been a good financial year, albeit the turnover was nominally down by £6.3k year-on-year at £381,662.

Notwithstanding the lower turnover, our contribution to the Master Innholders Charitable Trust increased by £5,000 year-on-year to £65,000.

Costs were well controlled throughout the year, resulting in profit after taxation of £12,266, compared to £443 last year.

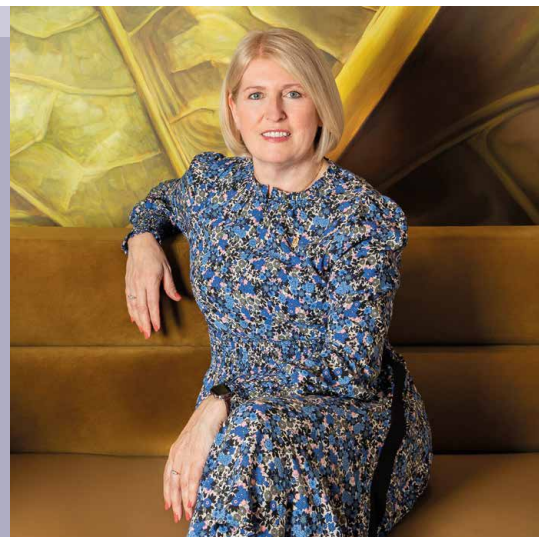
Key statistics

■ **Hotel Leadership Conference ticket sales:** £157,828, compared to £139,485 in 2023/4.

■ **Sponsorship revenue from Hotel Leadership Conference:** £120,581, compared to £156,904 in 2023/4.

■ **Membership subscriptions:** Master Innholders and Innholder Scholars £39,300, compared to £35,047 in 2023/4.

■ **Hotel Leadership Conference costs:** £101,380, compared to £104,857 in 2023/4.



	£ 2024/25	£ 2023/24
Total Turnover	381,662	388,052
Total Cost of Sales	265,137	296,415
Gross Profit	116,525	91,637
Administrative Costs*	101,420	91,190
Profit after tax	12,266	443

*includes £65,000 MICT donation.

Cash reserves have been restored to pre-COVID levels, reflecting a strong and stable financial position. The Master Innholders continues to operate with no direct employees; all services are outsourced. This model allows the organisation to maintain flexibility while consistently seeking best value for money across all areas of expenditure.

It is important to note that the Master Innholders Aspiring Leaders Diploma is greatly subsidised by the generosity of the host hotels, whose support plays a key role in maintaining the financial sustainability of the organisation. Once the students have graduated they become Innholder Graduates.

There have been no bad debts recorded during the financial year, and as such, there is no requirement for a bad debt provision.

Thanks are also due to all the Hotel Leadership Conference sponsors, the Innholder Scholars Spring and Autumn Conference sponsors as well as Taittinger and Hatch Mansfield who support us year-round.

New Master Innholders Appointed in 2025

The Master Innholders welcomed 10 new leading hotel professionals of Master Innholder status, following this year's rigorous application process.

This distinguished recognition is awarded to individuals who demonstrate outstanding leadership, influence, and commitment within the hospitality industry. Each new Master Innholder has shown dedication to advancing industry standards, promoting best practices, and inspiring their peers as well as the next generation of hospitality talent.

The newly appointed Master Innholders for 2025 are:



■ **Alex Caetano MI,**
General Manager,
Park Plaza Waterloo
London



■ **Chris Eigelaar MI,**
Managing Director,
The Belfry Hotel and Resort



■ **Caroline Gregory MI,**
Owner-Director,
The Lovat Hotel



■ **Raphael Herzog MI,**
General Manager,
De Vere Tortworth Court
Hotel



■ **Barry Makin MI,**
General Manager,
Cromlix



■ **Nitin Ramtri MI,**
General Manager,
The Caledonian Edinburgh



■ **Rory Slater MI,**
Managing Director,
COMO Hotels & Resorts
London



■ **Luca Virgilio MI,**
General Manager,
The Dorchester



■ **Darren Walsh MI,**
Cluster General Manager,
Leonardo Hotels



■ **Wallace Vincent OBE MI,**
Past Executive Secretary,
Master Innholders

We warmly welcome our new Master Innholders to our community. Your expertise, experience, and passion for the industry will be invaluable as we continue to raise standards, champion hospitality, and nurture the next generation of leaders. We look forward to your contributions and to working together in the years ahead.



Worshipful Company of Innholders overview

Tom Richardson, The Master

The first recorded mention of a guild for people who ran inns in the City of London dates from 1327 when they were known as the “hostellers and haymongers”. In 1514, King Henry VIII granted the Innholders their first Royal Charter and they became the ‘Fraternity or Guild of St. Julian of Innholders’, also known as the Worshipful Company of Innholders.

In those days the Company had a legal function. Only members of the Company could own an inn within the city, and the Company’s Court was required to police the behaviour of its members. Reflecting this history, new members still swear an oath to report any seditious behaviour on their premises to the authorities. Those legal responsibilities have gradually been superseded by other legislation, but the Company retains its interest in maintaining high standards in the hospitality industry.

During the 1970s, the Company looked to re-connect to its original craft, or its

modern equivalent, the hotel industry. Derek Balls, the Master in 1977, and a new young Liveryman, David Locket, a young hotelier, created an organisation parallel to that of the Masters of Wine, which were affiliated to the Vintners’ Company, and the Master Innholders’ Association was brought into existence in 1978. Its first Chairman was Douglas Barrington, one of the top hoteliers in the country at the time.

From those first tentative steps, the Master Innholders have risen to become one of the most influential voices in the hotel industry. The success of the Master Innholders has restored the Company’s links with its original trade. The Master Innholders is now established throughout the Company as Freeman, Liverymen and members of the Court. The Company is very proud of its connection to the Master Innholders and enjoys welcoming its members to Innholders’ Hall, the home of hospitality in the city.

Hotel Leadership Conference **2026**



Francisco Macedo FIH IS MI, Hotel Leadership Conference 2026 Chair

It is a real privilege to chair the 2026 Hotel Leadership Conference: *Stronger Together, Breaking the Mould*.

This conference has always had deep meaning for me. It is where the right people come together at the right time to tackle what matters most in our industry. It is not about just ticking boxes or following trends. It is about collaborating with purpose and pushing our profession forward with clarity and conviction. Our theme this year reflects exactly what the sector needs. We are calling time on outdated habits and surface-level collaboration. After all, if we keep doing things the way we always have, we will keep getting the same results. We are here to push boundaries, build real and meaningful connections, and lead with intention.

This year's speaker line-up mirrors that ambition. Nigel Risner will challenge how we communicate and lead under pressure in a varied and multi-generational workforce.

Professor Joe Nellis brings sharp insight into where the economy is really heading—with humour, honesty, and impact. Robbie Bargh offers a fresh perspective on what makes hospitality experiences stand out and stay relevant in an ever-evolving food and beverage landscape. Sir Clive Woodward will bring us back to what drives consistent performance with his focus on the Brilliant Basics. And Caspar Berry will stretch our thinking on risk, uncertainty, and decision-making.

Every speaker brings something different, but they are all united in one thing: practical, focused leadership. Not theory. Not fluff. Just what really works.

But as many of you know, the power of this conference goes well beyond what happens on stage. Every pound raised helps fund scholarships that open doors to institutions like Cornell and Cranfield. I was fortunate enough to receive one of those scholarships earlier in my career. It changed how I think and how I lead. That is why I care so deeply about what this conference stands for.

It creates real impact. It gives the next generation the chance to grow, to lead with confidence, and to carry our profession into the future with strength and purpose.

So whether you are joining us for the first time or returning to reconnect and recharge, come ready to be challenged. Come ready to listen, to act, and to lead. Take what you learn and put it to work. That is how we move our industry forward.

It is an honour to lead this year's conference, and I look forward to the conversations, the connections, and the progress that will follow.

Hotel Leadership Conference 2025



Tim Hassell Ml, Hotel Leadership Conference 2025 Chair

Distilling Excellence, the conference of 2025, now seems a lifetime away but the memories are still alive. The speaker line up provided us with so many things to think about “See, Smile, Say Hello” from Michael Heppel and the insights of James Peach, Mark Robb and all the others are no doubt still being used by so many hoteliers in their businesses.

I must take this opportunity to thank the speakers for their generosity in either speaking at no charge or reducing their rate dramatically. It is down to their generosity that we raised a little over £94k much of which goes to supporting scholarships for worthy applicants and keeping the Master Innholders educational initiatives going.

While it was a daunting challenge to be asked to chair the conference it ended up being a very rewarding experience and thanks must also go to the whole team that help to make the event happen and run seamlessly.

It is with a sense of relief and a certain degree of satisfaction with a job completed that I hand over to Francisco as the 2026 chair – I wish him luck and all the success in the world for his time as Chair.

**Hotel
Leadership
Conference**



Innholder Scholars: Chair update

Grant Campbell MI IS, Innholder Scholars Chair



The past year has once again proven to be both productive and rewarding for the Innholder Scholars, as we continue to grow and strengthen our alumni community. We are deeply grateful to the Worshipful Company of Innholders for their continued support, and to the Master Innholders and the Chair for fostering what has been an exceptionally collaborative and engaging year.

A significant milestone during the year was the formal adoption of updated naming conventions, which were proudly presented and embraced at our well-attended Autumn Meeting. Hosted by the outstanding team at Pan Pacific London, the event welcomed just under 100 attendees. A key focus of the day was on the evolving role of artificial intelligence in hospitality, exploring both the opportunities and the risks. Special thanks go to Anne Golden MI and her team for their warm hospitality and support in making the day a success.

The Autumn Meeting concluded with a memorable dinner hosted by the Worshipful Company of Innholders and Master Tom Richardson, always a much-anticipated date in our calendar.

The Scholar Committee has also undergone some changes this year. We extend our sincere thanks to Sam Goss MI and Rob Flinter MI, the latter a former Chair, for their invaluable contributions and dedicated service. We were delighted to welcome new committee members: Damien Martin MIH IG IS, Chris Cooper FIH IS, Tara Crabb MIH IS and Rachael Stevens FIH IS. Richard Lee FIH IS has kindly accepted the role of Deputy, with a view to taking on the future Chair role.

As part of the naming update, the committee also reviewed and amended our charter to reflect the changes. This included the creation of dedicated roles for Sponsorship Liaison, now held by Pru Parkes IS, and Secretary, held by Rachel Angell IS.

We have also initiated a financial review to ensure the long-term sustainability of the Scholars' programme. The goal is to secure funding that will allow us to deliver impactful learning events and, in time, to give back to the wider hospitality community.

A highlight of the year was our Spring Meeting,

the first joint gathering of Scholars and Graduates. This was hosted by the Grand Hotel Birmingham under the gracious direction of Johan Scheepers MI, and preceded by the now-established Safari Dinner. The event marked an important step in closer collaboration between Graduates and Scholars, a concept that will be led going forward by Damien Martin MIH IG IS, himself a graduate of the Aspiring Leaders Programme.

We were fortunate to be joined by outstanding speakers, including Dr Hilary Cooke, Sean Wheeler, and Robert Richardson FIH, who delivered a full day of inspiring and practical learning. We were also pleased to open the meeting to the broader Midlands hospitality community, with many external guests attending.

It is important to acknowledge the retirement of Wallace Vincent MI as Executive Secretary earlier this year. We offer our sincere thanks for his years of unwavering dedication and support. We were pleased to welcome Alistair Sandall into the role and look forward to working with him in the future.



INNHOLDER
SCHOLARS



A particular highlight has been the addition of twelve new Scholars to the alumni network. We are delighted to welcome the following professionals:

- **James Hilton IS,**
Front of House Manager, Montague Hotel
- **Rachel Cabirol IS,**
Revenue Manager, The Royal Lancaster
- **Marie-Charlotte Gauter IS**
Director of Operations, Waldorf Astoria
Admiralty Arch
- **Sebastian Koewius IS,**
Food & Drink Operations Manager, Nobu Hotel
London Portman Square
- **Denzil Arendse IS,**
General Manager, The Manor House
- **Byron Fiddler FIH CMGR FCMI IS,**
General Manager, New Park Manor Hotel
- **Kim S J Moufflier IS,**
Hotel Manager, Hilton Bankside
- **Carlo Iulianella IS,**
General Manager, Seaham Hall
- **Jakob Gowin IS,**
General Manager, Melia Hotels
- **Craig Routledge IS,**
General Manager, Kilworth House
- **Mark Spanton IS,**
General Manager, Dakota Hotels
- **Oliver Milne-Watson IS,**
General Manager, The Newman Hotel

We extend our heartfelt thanks to our sponsors – ACT Clean, Hartstone Rochette, Hatch Mansfield, Family Taittinger, and Nespresso. Their generous support continues to make possible a vibrant programme of meetings focused on learning, professional development, and networking.

Looking ahead, we are pleased to announce that our next gathering will take place on 7 November 2025 at the Nobu Hotel London Portman Square, followed by a dinner at the Innholders' Hall.

Innholder Graduates: Chair Overview



Damien Martin IG IS,
Innholder Graduates Chair

Over the past year, the MIALD Alumni community has experienced a period of reflection and transformation, particularly within the committee. Now in our third year, the committee is more forward-thinking than ever, deeply committed to supporting our alumni in applying the skills and insights gained through the programme and in assisting them to grow within their leadership roles.



We are excited to welcome two new members to the committee from recent cohorts: Brigitta Kovacs MIH IG of Lucknam Park and Sinthujaa Vaseekaran IG of Pennyhill Park. Their fresh perspectives will be invaluable as we work to better understand and respond to the evolving needs of our newest alumni.

Our aim is to create a support system that truly reflects the aspirations of our community. As the alumni network becomes more structured and formalised, we will be introducing new initiatives and refining how we communicate with members – ensuring that our work continues to evolve with purpose.

Serving as Chair of the Innholder Graduates has been both a privilege and a deeply rewarding experience. Over the past year, I've had the opportunity to work closely with a passionate and driven committee, all dedicated to strengthening our alumni network and supporting one another's continued growth as leaders in hospitality. Organising the Spring Meeting was a particular highlight, it brought together alumni from across cohorts, for a day of meaningful connection, thought-provoking discussions, and inspiring speakers. Seeing the energy in the room and the genuine enthusiasm to collaborate and grow, reminded me why this network is so important. It's been an honour to help shape its direction and to contribute to the legacy of the MIALD programme.



Master Innholders Aspiring Leaders Diploma Overview

Tej Walia MI, Master Innholders Committee

The year 2024 / 2025 has again been excellent for the Master Innholders Aspiring Leaders Diploma programme.

Our DNA comprises professional development and the ever-popular MIALD programme proves this. This was further endorsed by the re-awarding of the prestigious Princess Royal Training Award.

With over 38 applications we interviewed 32 and awarded places to 18 “students”. They all achieved the ILM level 5 qualification. Funding is provided from the employer and with grateful thanks, from The Worshipful Company of Innholders. Generous subsidies from the host hotels assist greatly with the funding for the residential element of the training. And, as ever the sterling efforts of Dr. Hilary Cooke MI (pictured right), who continues to lead the programme, are gratefully received.

There are 224 Innholder Graduates since the programmes started. In that number, the large majority are still in the industry. There are

approximately 45 who are now in GM or hotel manager roles, with many others in senior head of department positions. Six have gone on to be Innholder Scholars. Once the students have graduated they become Innholder Graduates.

The last three General Managers of the future have been Master Innholders Aspiring Leaders Diploma graduates – Karen de Koning MIH IS, Chris Bancroft MIH IG and Brigitta Kovaks MIH IG.





Current MIALD Cohort

- **Emma Costello,**
Deputy Front Office Manager,
The Gilpin Hotel & Lakehouse
- **Anastasia Barnes,**
Operations Manager, Padstow Harbour Hotel
- **Kai Sinkevicius,**
Assistant Operations Manager,
The Headland Hotel & Spa
- **Erika Natalini,**
Reception Manager, The Savoy
- **Ashna Patel,**
F&B Outlets Manager, Fairmont Windsor Park
- **Cherry Spicer,**
Guest Relations Manager, Homewood Bath
- **Ayoub Nadji,**
Events Operations Manager,
JW Marriott Grosvenor House
- **Chloe Lupson,**
Operations Manager, Harbour Hotel Salcombe
- **Jade Whelan,**
M&E Operations Manager,
Park Plaza Westminster Bridge
- **Adrien Lecerf,**
Front Office Manager, The Goring
- **Natalia Chemaitelli,**
Reception Manager, Foxhills Country Club & Resort
- **Ryan Parry-Jones,**
Front of House Manager, The Parkgate Hotel
- **Danielle Mottram,**
Front Office Manager, Hotel Gotham Newcastle
- **Matthew Maylin,**
Front of House Manager, Champneys Mottram Hall
- **Megan Murphy,**
Reception Operations Manager,
Montague on the Gardens
- **Rosie Wilkins,**
Deputy General Manager,
The Pig in the South Downs
- **Michaela Farr,**
House Manager, Fowey Hall

Testimonials

"This programme is truly life-changing — not only does it develop you as a leader, but it also helps you grow and flourish on a personal level. I only wish I could do it again; there's so much to learn from Hilary's incredible insight and guidance."



Aurelia Idy, Cohort 12,
Assistant F&B Services Manager,
Pullman London St Pancras

"Being part of the MIALD programme has been a truly transformative experience. It's opened my eyes to the wider world of hospitality beyond the walls of my own department, offering exposure to some of the industry's finest leaders and insights I wouldn't have otherwise gained. The knowledge, confidence, and connections I've walked away with have not only elevated me professionally but reignited my passion for this incredible industry."



Vesna Markovic, Cohort 11,
Reception Manager at Calcot Collection

Reflections on Winning the GM of the Future Award

Presented by The Master Innholders at the Hotel Leadership Conference 2025

Brigitta Kovacs IG, Assistant Hotel Manager, Luckham Park Hotel

Winning the GM of the Future award earlier this year was both a proud and humbling moment for me. Being recognised by The Master Innholders, an organisation I deeply respect, gave me a renewed sense of confidence in my journey and reinforced my belief that I'm on the right path to one day becoming a general manager.

The months since the Hotel Leadership Conference have been a time of reflection and connection. One of the biggest impacts of the award has been the people I've met, individuals across the industry whom I may never have crossed paths with otherwise. The networking opportunities have been genuinely inspiring, and I'm certain that the relationships built through this experience will shape my future in ways I can't yet fully imagine.

I'm also incredibly proud of how this achievement has resonated within my hotel. It's become a story I now share during inductions with new starters, a reminder that our industry is full of opportunity and that personal growth is always possible when you're passionate about what you do. As a member of the Innholder Graduates Committee, I hope to continue to use this platform to inspire others just starting their hospitality careers.

Another exciting part of this award is the chance to take part in the Talent Development Programme at Cranfield University later this year. Being selected for such a prestigious



programme is not only an honour, but a brilliant opportunity to keep developing my leadership skills and continue building towards the future I aspire to.

If there's one thing this experience has taught me, it's the power of purpose and people. If you lead with genuine care for your team's success and are passionate about helping others grow, you'll always find a way forward, and often, others will be ready to lift you up too.

Most of all, this award has deepened my belief in the importance of giving back. Our industry thrives when we support each other, share what we've learned, and open doors for those coming up behind us. I feel incredibly grateful and now, even more committed to doing my part to shape a strong, supportive future for hospitality.

We collaborate closely with the Institute of Hospitality and are pleased to enclose a summary of their activities

Robert Richardson FIH MI, Chief Executive, Institute of Hospitality

Championing Professionalism, Supporting Growth

2024 marked a year of significant progress, innovation, and resilience for the Institute of Hospitality (IoH). As the global professional body for hospitality management, we continued to serve our members with a bold commitment to excellence, inclusion, and sector-wide collaboration.

■ **Membership & Reach:** Despite macroeconomic challenges, including the loss of a major company-sponsored group, the Institute retained over 14,000 members, with international professionals now comprising a fifth of our total base. Our new members included 1,043 professionals, 1,804 students, 1,687 apprentices, and 137 graduates.

■ **Strategic Direction & Development:** Our strategy focused on five key areas: Membership Growth, Financial Stability, Education & Accreditation, Brand Value, and Industry Support. In support of our aspiration to achieve Chartered Status, we enhanced government engagement, advised on policy, and actively contributed to vocational and technical education forums.

■ **Professional Development:** Continuing Professional Development (CPD) remained a cornerstone of our offer. Our EBSCO-powered library saw over 6,000 monthly user sessions, and the Mentor Me programme supported 156 mentors and 144 mentees globally.

■ **Thought Leadership & Media:** The IoH podcast expanded to 60+ countries. Magazine themes covered AI, confidence, and technology, while publications addressed topics from sustainability to age diversity. Our "Spotlight" and "In Conversation" series tackled critical workplace and regulatory issues.

■ **Inclusion & Accessibility:** We scaled initiatives including our Funded Membership (Bursary) Scheme, which ensures equitable access for all, "Hearts in Hospitality", which celebrates unsung industry heroes.

■ **Accreditation & Endorsement:** Our global recognition services have accredited or endorsed more than 1,100 programmes across 24 countries. This included over 220 accredited qualifications and 896 endorsed CPD courses.

■ **Events & Engagement:** Passion4Hospitality hosted nearly 800 attendees; other highlights included the Fellows' Dinner, Restaurant Manager of the Year, and sector partnerships including the Roux Scholarship and Ars Nova Prix Culinare.

■ **Governance & Leadership:** Governance was strengthened with the appointment of Martin Traynor OBE FIH as Chair of the Supervisory Board, and ongoing support from President The Rt Hon The Viscount Thurso FIH MI. We also welcomed new Trustees and committee leaders, enhancing diversity and expertise at board level.

■ **Looking Ahead:** With enhanced partnerships, deepened policy engagement, and increased global relevance, the IoH stands stronger than ever. Our pursuit of Chartered Status, strengthened by cross-sector collaboration and clear strategic direction, remains at the heart of our vision.



Marketing Overview

Chloe Smyth, Events & Content Manager, Custard

Our focus over the past 12 months has been to continue to improve engagement and positioning of the Master Innholders. Our priorities have been in building content, promoting the education programmes and managing the conference.

The Master Innholders website continues to be a hub for insights and updates as well as a resource for those applying for the Innholder Scholarships and Aspiring Leaders Diploma. Along with notable changes across the website and management of the members area, we also proactively source relevant news stories to share both from within the Master Innholders community and from industry partners. The users and visits to the website continue to grow, highlighting the website's growing importance as a central hub for MI activity and insight.

E-communications continue to be a successful tool in connecting with members, industry partners, and those who have expressed an interest in both the Master Innholders and Hotel Leadership Conference. Our monthly newsletter now reaches 1,144 people each month, a +51% increase from May 2024 – ensuring that news about the Master Innholders reaches the widest, engaged audience possible.

Social media channels are growing in importance and focus, particularly LinkedIn, with a 13% year-on-year increase in impressions. The relaunch of the Master Innholders Community Group has also allowed us to speak

to members more directly, providing a space for news and updates exclusive to Master Innholders, Innholder Scholars and Innholder Graduates.



All of the above have also been critical in the marketing of the Hotel Leadership Conference. This year has also seen us move to a new website platform, allowing us more flexibility and tools to create a separate website to promote the conference and all of the incredible speakers and opportunities it has to offer to attendees.

We continue to champion through our marketing the many other initiatives the Master Innholders offers, including the educational opportunities such as the Innholder Scholarships, Aspiring Leaders Diploma and GM of the Future, as well as supporting wider industry initiatives, such as Hospitality Action's Walk for Wellbeing and the upcoming Master Innholders Charity Cycle Ride.

All of this helps ensure we are reaching our target audiences, as well as ensuring we are promoting the key messages that underpin the work of the Master Innholders, which you can see in more detail below.

Our target audience



Key messages





2026 Hotel Leadership Conference

2026 Hotel Leadership Conference
**Stronger Together,
Breaking the Mould**

19–20 January 2026
Hilton London on Park Lane



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