



ANNUAL REVIEW

25-26

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CONTENTS

Introduction from the Chair	4
Master Innholders Overview	6
Executive Secretary Overview	8
Treasurer's Report	9
New Master Innholders Appointed in 2026	10
Worshipful Company of Innholders Overview	11
Hotel Leadership Conference 2026	12
Hotel Leadership Conference 2027	13
Innholder Scholars: Chair Overview	14
Innholder Graduates: Chair Overview	15
Innholder Graduates Programme	16
GM of the Future, the Neil Bannister Scholarship	18
Institute of Hospitality: Impact Overview 2025	19
Marketing Overview	20
Supporters and Sponsors	21



Introduction from the Chair

Zoe Jenkins FIH MI, Incoming Chair, Master Innholders

I am both honoured and humbled to accept the role of Chair of the Master Innholders in September 2026. James has done an outstanding job leading our organisation and I am excited to build on the strong foundations he has helped establish. I also recognise the responsibility that comes with this position, and the legacy of the many respected hoteliers who have held this role before me.

Over the past 45 years, our industry has changed significantly, not least in the opportunities available to women pursuing careers in hospitality. The progress we have seen is something to celebrate, but it also reminds us that we must continue creating

pathways for talented people from all backgrounds to develop, lead and succeed. That commitment to nurturing the next generation of hospitality leaders will be central to my position as Chair.

Hospitality has always been an industry built on people, and the Master Innholders has a unique role to play in developing those individuals throughout their careers. Together with Francisco Macedo FIH IS MI, my Vice Chair, I want to strengthen the connections between the Master Innholders, Innholder Scholars and Innholder Graduates, ensuring we continue to share knowledge, support one another and speak with One Voice.

At the same time, I want us to look beyond our existing community and engage more closely with the wider hospitality industry so they can benefit from the expertise, opportunities and values that define the Master Innholders.

Education will remain at the heart of that ambition. We are fortunate to already offer exceptional development opportunities through initiatives such as the Innholder Graduate Programme and Innholder Scholarships, as well as the GM of the Future, the Neil Bannister Scholarship.

Building on these strong foundations, we will continue exploring educational opportunities to create a complete career pathway for the industry, including the development of a Level 3 Hospitality Management Qualification and an Executive Development Programme. By supporting professionals at every stage of their careers, we can help equip the current and the next generation of leaders with the confidence, skills and resilience needed to succeed in an ever-evolving industry.

Alongside this, I want us to continue championing greater diversity across hospitality. The strength of our industry lies in the different experiences, perspectives and talents that people bring, and I believe the Master Innholders has an important role in ensuring our educational initiatives, networks and opportunities are as accessible and inclusive as possible. By encouraging broader participation

“My ambition is for the Master Innholders to continue leading by example: championing excellence, investing in people and demonstrating the positive impact that strong leadership can have on our industry.”

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and welcoming new voices, we can continue building a stronger profession that reflects the industry we proudly represent.

Listening to our members will also be an important part of our journey. The recent membership survey provided valuable insights into what matters most to our community, from strengthening networking opportunities and mentorship to raising the profile of the Master Innholders and the wider hospitality profession. We will use this feedback to shape our priorities and ensure we continue evolving in ways that deliver meaningful value for our members while increasing our reach and impact across the sector.

My ambition is for the Master Innholders to continue leading by example: championing excellence, investing in people and demonstrating the positive impact that strong leadership can have on our industry. By working together, supporting one another and remaining committed to our shared values, I am confident we can continue making a lasting difference for hospitality.

Finally, I look forward to planning activities and celebrations to mark our 50th anniversary in 2028. It will be a wonderful opportunity to celebrate everything the Master Innholders has achieved since its inception, recognise the people who have shaped our journey, and look ahead with confidence and ambition to the next chapter of our story.



Master Innholders Overview

James B. Clarke FIH MI, 2024-2026 Chair of the Master Innholders

Once again and sadly for the final time, I am proud to present the Master Innholders annual report.

These last two years have flown by and I am pleased and most proud to say I have enjoyed every minute of my tenure.

I started last year's report by saying that the hospitality landscape continues to evolve, and it certainly has this last 12 months. Recent global instability, as well as political and socio-economic impacts, continues to greatly affect the world and UK economies, with a significant knock-on effect on our beloved hotel industry. Recent UK legislation and government turmoil have not helped matters either.

Some areas of the UK remain relatively unaffected by the lack of trade from parts of the world, but we have all suffered from increased raw material prices and staffing costs. Notwithstanding that, we are resilient as an industry and have survived many years of troubles, wars and recessions.

We will continue to be challenged but will overcome these difficulties with vigour and come out the other side leaner and fitter with new ideas and initiatives to look after our teams and guests.

The "One Voice" initiative from three years ago keeps evolving and is now part of our everyday parlance.

One of our key objectives, that of the development of people through education and training, remains at the heart of everything we do and are. We have had a very successful year in that regard:

Master Innholders intake year 2025 – 2026

Category	Applications		Interviewed		Selected	
	M	F	M	F	M	F
Master Innholder	19	4	7	3	7	3
	23		10		10	
Innholder Scholar	34	13	17	7	9	3
	47		24		12	
Innholder Graduates	34	18	12	15	7	11
	52		27		18	

As of July 2026, there are:

- **182 Master Innholders, 39 of whom are retired and in total, 24 are females**
- **There are 217 Innholder Scholars, 53 of whom are female**
- **There is a new small formal group of Innholder Graduates who pay a subscription and an informal WhatsApp group of almost 250 members**

Other events this year have included participation in the WCI pub quiz and giving a back-of-house show round of The Dorchester Hotel to twenty Company members.

Members of the Master Innholders community also raised a staggering £135,000 for Hospitality Action on a very wet-at-times, last summer cycle ride from Champagne to Domaine Evremond in Kent.

The Innholder Scholars arranged two very successful conferences; in Autumn 2025 it was held at The Nobu Hotel, London and in Spring 2026 it was at The Macdonald Bath Spa Hotel. Our annual Hotel Leadership conference, ***Stronger Together – Breaking the Mould***, was an excellent event, more of which can be read about in the following pages.

We continue to be very grateful for the support given to us by our sponsors, the many host hotels, our stakeholders and our partners, many of whom are mentioned herein.

I would also like to express my appreciation to the members of the Executive Committee who give up a lot of their own time and money on helping what we are today, a vibrant community of best-in-class hoteliers dedicated to the training and development of people.

This last year also saw Alistair Sandall, our new Executive Secretary, settle in very well. Indeed, there were big boots to fill following Wallace's retirement and he is doing a grand job in doing so.

I know Zoe Jenkins MI who takes over as chair in September, will continue to steer the Master Innholders in the right direction. Her tenure will coincide with our 50th anniversary in 2028, for which we have already started planning.

Thank you for your support and friendship, both in person and in many cases, in kind. Together, we will continue to elevate hotelkeeping as a profession for all to be admired and respected.

“We will continue to be challenged but will overcome these difficulties with vigour and come out the other side leaner and fitter with new ideas and initiatives...”

Executive Secretary Overview

Alistair Sandall FIH, Executive Secretary, Master Innholders

2025 has certainly been a year of change for the Master Innholders. Now a full year into my role as Executive Secretary, it's been an exciting time to play a part in our ever-evolving community.

Change has been found in our educational initiatives, which have welcomed both new Innholder Scholars and Innholder Graduates. It has been a real honour and privilege to work more closely with our most recent cohort of the Innholder Graduates Programme and see them complete their studies to become Innholder Graduates. I feel confident for the future of our industry with such talent being developed.

Change has also been taking place with leadership, with new members of our community stepping into leadership roles. Both the Innholder Scholars and Innholder Graduates have seen the appointment of new chairs in Richard Lee IS and Oliver Harris IG respectively. I also look forward to welcoming our incoming Chair, Zoe Jenkins MI, and I look forward to working with her more closely as she takes on this important role.

Changes are also happening digitally with the launch of our new website. The project has been a long time in the making and marks an important step in modernising our digital presence. It will also better support members through the introduction of a new ticketing system for events, helping to reduce costs and make the process simpler for everyone.

Finally, I want to express my thanks for all the help and support I have received this year



from across the Master Innholders community. I am particularly indebted to my predecessors, both Wallace Vincent MI and Philippe Rossiter MI, for their patience and advice, which they have happily given when I have been stuck on protocol or historical events.

Thanks too to James B. Clarke MI and the Executive Committee for their hard work as well as our marketing and finance teams. All their contributions to this annual review reflect the incredible work they are doing in each of their roles.

Each have contributed to this annual review as you read on and each has done, and I'm sure will continue to do, a sterling job in their new roles.

And finally, thanks to our supporters and sponsors all listed in this review, who all help ensure we maximise our reach and allow us to continue to support our incredible industry.

Treasurer's Report

2025–2026

**Anne Golden FIH MI,
Treasurer, Master Innholders**



2025/2026 was a very good year financially, with turnover and profit both up substantially year on year.

Our contribution to the Master Innholders Charitable Trust increased by £75K from £65K in 2025 to £140K in 2026. This was made possible by several key initiatives this year, including a hugely successful and profitable Hotel Leadership Conference.

Costs were well controlled with General Expenses and Advertising & Marketing both seeing reductions compared to 2025, which has resulted in a profit before taxation of £8,784.

Key statistics

- **Hotel Leadership Conference 2026 ticket sales** totalled £207,986.71, an increase of 32% compared to 2025 ticket sales (£157,828.71).
- **Sponsorship revenue from the Hotel Leadership Conference** totalled £139,902.50, an increase of 16% compared to 2025 sponsorships (£120,581.67).
- **Membership subscriptions** totalled £42,011.74, an increase of 7% compared to 2025 subscriptions (£39,300.63).
- **Costs for the Hotel Leadership Conference 2026** totalled £172,126.99, an increase of 7% compared to 2025 (£160,250.74).

	£ 2025/26	£ 2024/25
Total Turnover	462,289.95	381,699.14
Total Cost of Sales	276,308.27	265,137.13
Gross Profit	185,981.68	116,562.01
Administrative Costs*	181,692.00	101,419.62
Profit before tax	5,221.56	15,142.39

*includes MICT Donation of £140k

Cash reserves have improved year on year.

There are no direct employees of The Master Innholders. All services are outsourced and have resulted in good reductions in costs.

There were no bad debts throughout the year and there is no need for any bad debt provision.

The Innholders Graduate programme is subsidised by the immense generosity of the host hotels and we thank you for your continued support.

Thank you too to the sponsors of the Hotel Leadership Conference, the Innholders Scholars Spring & Autumn conferences, as well as to Taittinger and Hatch Mansfield, who once again generously support us all year round.

Please note that these figures are correct at the time of writing (July 2026) but have not yet been audited.

New Master Innholders Appointed in 2026

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

Established by the Worshipful Company of Innholders, the accolade recognises individuals who have demonstrated outstanding leadership, influence, and commitment to the advancement of the hospitality sector. Recipients are selected for their ability to champion best practice, elevate standards across the industry, and support the development of future talent.

The newly appointed Master Innholders are:



■ **Andrew Henning MI,**
General Manager,
Grosvenor House Suites



■ **Gareth Ireland MI,**
General Manager,
Doubletree by Hilton
Cadbury House



■ **Jennifer McCabe MI,**
General Manager,
art'otel London Battersea
Power Station



■ **Lee Kelly MI,**
General Manager,
45 Park Lane



■ **Miriam Varoli MI,**
General Manager,
Andaz London Liverpool
Street



■ **Raoul De Souza MI,**
General Manager,
Hilton London Bankside



■ **Sabine Altschaeffl MI,**
General Manager,
Charlotte Street Hotel



■ **Sandeep Bhalla MI,**
Managing Director,
The Connaught



■ **Tommy Mark MI,**
General Manager,
The Lord Crewe Arms

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

**Dr Rebecca Tomlin,
Clerk to the Worshipful Company
of Innholders**



It is always a pleasure to welcome Master Innholders to Innholders' Hall in the heart of the City of London. Hospitality and fellowship are its enduring purposes, but how much do you know about the history of the Hall itself?

The Company has occupied its present site since at least 1522 and it was noted by John Stow in his Survey of London in 1598. The Great Fire of 1666 destroyed that Hall, but fortunately, the Company's silver had been removed for safekeeping to the Master's Ram Inn at Smithfield and so the Loving Cups survived for us to use up to the present day. The Hall was rebuilt between 1667 and 1670 – look up to the Old Court Room ceiling to see the date in the plasterwork.

A major rebuilding followed in 1886, which retained Georgian-style sash windows and reinstated features such as the coat of arms and canopy. Key seventeenth-century elements, including the ceiling, oak panelling and minstrels' gallery, were preserved.

The Hall bears the scars of two world wars. Shrapnel from First World War Zeppelin raids can still be seen around the old front door. As the Second World War approached, the Company strengthened and protected key interiors, including the Old Court Room ceiling. In the air raid of 10–11 May 1941, the Great Hall was badly damaged, but the 1670 ceiling survived, supporting later protection of the Hall as a Scheduled Ancient Monument and its Grade II* listing. Reconstruction was completed in 1950 and further works in 1989–90 added modern facilities while safeguarding the historic rooms.

When you next come to Innholders' Hall, feel the fellowship of generations of Innholders who have passed through our doors and enjoy dining in rooms that have been dedicated to hospitality and conviviality for more than 350 years.

Hotel Leadership Conference 2026



Francisco Macedo FIH IS MI, Hotel Leadership Conference 2026 Chair

As I reflect on the 2026 Hotel Leadership Conference, I am reminded why this event holds such a special place within our industry.

When we chose the theme ***Stronger Together, Breaking the Mould***, it was both an opportunity and a challenge. A challenge to rethink old habits, embrace fresh perspectives and recognise that what got us here will not necessarily get us where we need to go next.

Over two inspiring days, we heard from exceptional speakers who challenged our thinking on leadership, communication, performance, resilience, innovation and decision making. While each brought a unique perspective, there was one message that resonated throughout.

Hospitality is a team sport.

Whether discussing Teamship and Brilliant Basics, leading through uncertainty or building high-performing cultures, the common thread

“The future of hospitality will not be shaped by individuals. It will be shaped by teams. By those willing to learn together, challenge together and succeed together.”

was clear. The most successful organisations are built by people united behind a shared purpose, with the discipline and accountability to consistently deliver excellence.

However, as most of us know, the true impact of this conference extends far beyond the stage and the couple of days spent together.

I am incredibly proud to share that together we raised an outstanding £183,000! These funds will directly support scholarships and educational initiatives that help develop the next generation of hospitality leaders.

As most of you will know, this is particularly meaningful to me, even more so as earlier in my career, I was fortunate enough to receive a scholarship that broadened my horizons, accelerated my development, and helped shape the leader I am today. I know first-hand the difference these opportunities can make and I am extremely pleased that I was able to pay it forward.

My sincere thanks go to every speaker, sponsor, delegate, partner and volunteer whose generosity made this achievement possible. This success belongs to all of you.

Chairing the Hotel Leadership Conference has been one of the greatest privileges of my career. As I now hand over the baton to Tej Walia MI, I do so with great confidence. Tej is a respected leader, an accomplished hotelier and someone who shares a genuine passion for developing people and driving our industry forward. I wish him every success as Chair for 2027.

Hotel Leadership Conference 2027



Tej Walia FIH MI, Chair of the Hotel Leadership Conference 2027

I am truly honoured to chair the 2027 Hotel Leadership Conference. This event has always held a special place in my heart, as it unites like-minded hoteliers from across the length and breadth of the country, creating a platform for connection and collaboration among owners, CEOs, GMs, and managers. With this responsibility comes the challenge of crafting a conference that leaves attendees inspired and ready to implement even the smallest changes upon returning to their establishments.

The theme for 2027 is ***Unbreakable, The Human Advantage***. The hospitality profession thrives on the dedication and involvement of the people who power our profession. At the 2026 conference, we were encouraged to lead with clarity, acknowledging that culture is not merely what is documented, but what is enacted daily. We learned that leadership revolves around trust rather than control, and at the core of every discussion on performance, economy, or guest experience, one constant remains: people.

In 2027, we will build on this foundation. The establishments that will excel in the coming years won't just be the most efficient; they will demonstrate the strongest human connection. The competition for talent is fierce; the next generation of leaders has more options, higher expectations, and varied motivations than ever before. Additionally, operational challenges, rising costs, and evolving guest experiences call for stronger, more resilient leaders and teams.

This year's theme directly addresses the needs of today's hotel leaders and the demands of tomorrow's hospitality landscape. In an industry increasingly influenced by technology, automation, and economic challenges, our greatest competitive edge lies in our humanity. The relationships we cultivate will be more crucial than ever, benefitting our teams, guests, industry, and leaders alike.

Breaking down the title: "Unbreakable" reflects the resilience required for future hospitality leadership. To be unbreakable means being agile, people-focused, and value-driven, rather than rigid. The "Human Advantage" signifies that while technology can enhance processes, it is only people who can foster belonging, ignite loyalty, and nurture culture.

I am looking forward to welcoming you all on 11 and 12 January 2027 at JW Marriott Grosvenor House London, where we will think together about how we can look after our most precious asset – our teams.



Innholder Scholars: Chair Overview

Richard Lee FIH IS, Chair of the Innholder Scholars



Having recently taken on the role of Chair of the Innholder Scholars, I am conscious that I am building on the legacy of a long-standing and highly respected organisation. My responsibility is not only to honour that history, but to ensure the Innholder Scholars continue to evolve in a way that remains relevant within today's hotel industry.

I would like to pay tribute to the outgoing Chair, Grant Campbell MI IS, for his leadership and service over the past two years. During his tenure, the organisation has progressed through a period of meaningful change, including the introduction of our new naming conventions, strengthening our identity and position within the industry.

We are grateful to the Worshipful Company of Innholders, Savoy Educational Trust and Master Innholders Charitable Foundation for their continued support, as well as the Master Innholders. We also extend thanks to our sponsors, ACT Clean, Hartstone Rochette, Hatch Mansfield, Family Taittinger, and Nespresso.

The past year has seen strong engagement across our alumni, with the Autumn and Spring Meetings continuing to play an important role in bringing the network together. These events provide a platform for shared learning, discussion and professional development.

Our 2025 Autumn Meeting was held at Nobu Portman Square, centred around the theme of **Evolving Influence**. Highlights included Professor Joe Nellis' analysis of the global economy and a session on workplace influence led by MJ Flanagan. Mark Calver of Hatch Mansfield closed the agenda with a popular compass-point wine tasting. The day concluded with Dinner at Innholders' Hall, hosted by the Worshipful Company of Innholders, which remains a highlight of the Scholars' calendar.

Our Spring Meeting again brought together Scholars and Graduates in a joint event arranged

by the Innholder Graduates. Built around the theme AI & EI; our

Hospitality Superpower, the programme explored the relationship between technology and human insight in hospitality. Guests included Kate Nicholls OBE MI and Dr Hilary Cooke FIH MI, alongside a panel discussion chaired by Raul Deflorian IG. Hosted at Macdonald Bath Spa by Raj Chakraborty IS and his team, the event delivered outstanding hospitality throughout, including a Safari Supper across the historic city of Bath.

I would like to thank all committee members for their continued commitment, as well as our Executive Secretary, Alistair Sandall for his ongoing support.



**INNHOLDER
SCHOLARS**

**Grant Campbell MI IS,
Past Innholder Scholars
Alumni Chair**



"The Innholder Scholarships create a depth of learning and connection that inspires both short- and long-term positive change that benefits both the recipients and our fantastic industry. The ongoing engagement through the alumni strengthens this, which is key to the members staying at the sharp end of our profession. Following my time as the Chair of the Innholder Scholars Alumni, the reward by connecting with incredible new talent who share there has been inspiring to me. It is a program I wholeheartedly endorse and promote."

Innholder Graduates: Chair Overview

Oliver Harris FIH IG, Chair of the Innholder Graduates Alumni

Firstly, I would like to extend my sincere thanks to our outgoing Chair, Damien Martin IS IG, for his unwavering commitment and significant contribution to the development of the Innholder Graduates Committee. I am delighted that Damien will continue to support us over the next year, and I look forward to building on the strong vision he has established.

Looking ahead, our core aim is to further strengthen engagement across our alumni network, which is made up of over 250 accomplished hotel professionals. We want our alumni to feel part of a vibrant and supportive community, one that offers meaningful opportunities to connect, collaborate, and continue their professional development.

A key focus will be creating more impactful initiatives, particularly through the continued success and growth of our spring meetings. These events will serve as a platform for networking, knowledge-sharing, and industry insight. Further focus will be to create a name for the programme amongst hotels that are not necessarily Innholder Graduate led properties, helping to create a more diverse alumni in the years to come.



Ultimately, our vision is to sustain and extend the momentum created by Dr Hilary Cooke FIH MI, within the Innholder Graduates Programme, ensuring that the relationships, learning, and professional growth developed during the programme continue to thrive throughout our alumni's careers.



**Damien Martin IS IG,
Past Innholder Graduate Alumni Chair**



"Chairing the Innholder Graduates Alumni has been one of the true highlights of my career to date. The Master Innholders community and its programmes have contributed enormously to my professional development, so having the opportunity to give back in a meaningful way and support our industry has been insightful, challenging and extremely rewarding. The committee worked exceptionally hard to deliver two successful Spring Meetings and, of course, the launch of the formal Alumni."

Thank you sincerely for this opportunity."



Innholder Graduates Programme

Dr. Hilary Cooke FIH MI, Principal Owner, Merlin Business Consultancy

The Master Innholders Innholder Graduates Programme has continued to strengthen its reputation as one of the hospitality industry's leading development programmes for emerging talent. In 2025, Cohort 13 brought together a diverse group of 18 ambitious professionals from across the sector, all united by a shared commitment to developing their leadership capability and driving standards within hospitality.

Across the year, delegates participated in a series of residential learning blocks covering key areas including leadership, operational management, finance, strategy, people management and personal development. As always, the programme combined practical learning with invaluable opportunities for networking, collaboration and peer-to-peer support, helping participants build strong professional relationships that extend well beyond the classroom environment.



Feedback from delegates throughout the year has remained exceptionally positive, with many citing increased confidence, broader commercial understanding and stronger leadership capability as direct outcomes of participating in the programme.



Several delegates have already progressed into more senior roles or taken on increased responsibility within their organisations during the programme, further demonstrating the impact of structured professional development.

The academic year concluded with the 2025 cohort's graduation at The Montague on the Gardens, where delegates officially became Innholder Graduates. The ceremony saw graduates presented with their certificates by Master Innholders, including James B. Clarke MI, Tej Walia MI and Jonathan Raggett MI, recognising the commitment and achievement shown throughout the programme.

Looking ahead, Cohort 14 has already begun strongly following its launch in April, with applications seeing a 45% increase in



downloaded application forms compared to the previous year. Enhanced marketing support was also introduced for all students, including tailored profiling opportunities, website Q&As and social media toolkits to help delegates raise their professional profile throughout the programme. Engagement levels have been particularly encouraging, with 95% of the new cohort sharing content from the first module at Pennyhill Park across social media, leading to the highest level of user-generated content achieved to date for the programme.

As the programme looks to the year ahead and beyond, the Innholder Graduates Programme remains a strong and relevant initiative for the Master Innholders, reflecting the organisation's continued commitment to nurturing future leaders and investing in the long-term success of the hotel industry.



GM of the Future, the Neil Bannister Scholarship 2026

Chris Turner, Hotel Manager, Dakota Newcastle

Winning the 2026 GM of the Future, the Neil Bannister Scholarship was a genuinely humbling experience and one that I am incredibly proud of. To be recognised by such a respected group of industry leaders was both an honour and a reflection of the support, guidance and opportunities I have been fortunate to receive throughout my career.

A few months on from the Hotel Leadership Conference, the award continues to have a significant impact. Professionally, it has helped me raise my profile within the industry and has opened doors to new connections and opportunities. One of the most rewarding aspects has been the chance to engage with talented hospitality professionals and learn from their experiences and generous advice.

Another notable impact of the award is the confidence it has given me in my leadership approach. Hospitality is an industry built on people, and I have always been passionate in my belief that creating positive cultures, developing talent and delivering memorable guest experiences go hand in hand.

Achievements in hospitality are rarely the result of one person alone. I am incredibly grateful to the leaders, mentors and teams I have worked alongside who have challenged, supported and inspired me throughout my career. Their contribution has played a significant part in helping me reach this point and strengthened my appreciation of the collaborative nature of



our industry in which learning from others is as important as sharing your own experiences.

Looking ahead, the award has also given me the opportunity of a place on the Talent Development Programme at Cranfield University later this year. I'm incredibly excited to take part in such a prestigious programme and further develop my leadership skills as I pursue my goal of becoming a Hotel General Manager.

Hospitality continues to evolve, bringing both opportunities and challenges, and I am delighted to be able to play a part in shaping its future. I remain incredibly grateful to the Master Innholders for this recognition and for the opportunities that have followed. The experience has been both rewarding and motivating, and I look forward to seeing where the journey leads next.

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

**Robert Richardson FIH, MI, Hon DLitt, Chief Executive,
Institute of Hospitality**

2025 was a year of sustained progress, impact and professional leadership for the Institute of Hospitality.

Despite a challenging economic climate, the Institute continued to grow its membership, with one-fifth of members now based outside of the UK, demonstrating the Institute's growing international reach and relevance.

The Institute continued to set and uphold professional standards through its Accreditation and Endorsement activity. In 2025, professional recognition was granted to 1,128 programmes delivered by 98 education and training providers across 24 countries. This included 221 accredited programmes and 907 endorsed training courses, reinforcing the Institute's role in quality assurance, international credibility and the advancement of hospitality education and training.

Professional development remained central to member value. The IoH Mentoring Programme welcomed 32 new mentors and 41 new mentees, creating, at any given time, more than 70

mentoring relationships and supporting students, apprentices and early career professionals through guidance from experienced industry leaders. The programme continues to demonstrate the Institute's commitment to nurturing future talent and strengthening the global hospitality profession.

The IoH Library, powered by EBSCO, also delivered significant value, with more than 19,000 database searches and over 5,000 full text content requests. This represents an estimated £125,000 worth of professional and academic content accessed by members, with the partnership renewed for a further three years at no additional cost.

Through webinars, publications, white papers, events, partnerships and thought leadership, the Institute continued to support lifelong learning, professional recognition and best practice across hospitality. In doing so, the Institute has shown itself to be a resilient, credible and forward-looking professional body, delivering clear value to its members and public benefit to the wider profession.

Marketing Overview

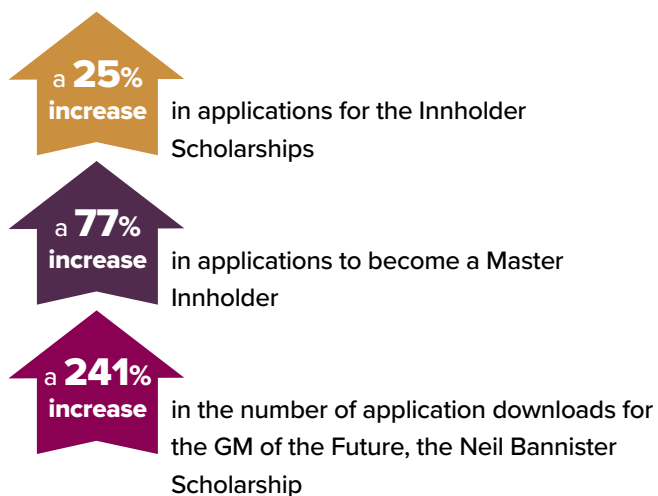
Chloe Smyth, Content & Events Manager, Custard



The past 12 months have seen us continue our work to improve the engagement and positioning of the Master Innholders, which is centred around our five key messages: Promoting

excellence, supporting the development of the next generation, building a community of hoteliers, supporting the development of general managers, as well as ensuring we are both demonstrative and inclusive.

A large part of our work is dedicated to promoting and positioning the Master Innholder's educational opportunities, with this year seeing us revamp the application process for programmes, including a new form download process, as well as more ways for us to support applicants and help them apply successfully. These changes have led to many great results for the programmes, including:



Our approach to e-comms has also been reviewed, with a revised approach to the Master Innholders Newsletter. With a move to a bi-monthly distribution and a new design, as well as split testing aspects of the newsletters to better understand what resonates with our readers, regular click-through rates now reach between 7% and 8%.

A large part of our work also involves us securing coverage in key media titles, helping us to broaden our reach and ensure our work is also reaching the wider industry. Through a combination of interviews, podcasts, editorial and press releases, we're securing more coverage in key titles, as well as new several titles this year to help us continue to reach new audiences.

Social media also remains key to reaching the community, partners and the wider industry, both through our LinkedIn and Instagram and the dedicated LinkedIn group. This year has also seen us launch our new community spotlight series, shining a light on the incredible people that make up the Master Innholders community. Promoting these on social media has been a big focus, with these helping us to secure year-on-year improvements to both likes and impressions across both LinkedIn and Instagram.

We continue to work alongside our partners, supporting and promoting initiatives such as the Master Innholders Charity Cycle Ride, Hospitality Action's Back to the Floor, and many more. Initiatives like these help ensure we are talking to and working more with our wider hospitality industry, all while helping to raise funds for vital causes.

Feedback from the community also greatly helps us with our work, and the launch of this year's new feedback survey has given us plenty of useful insights to ensure we continue to support members and both the wider industry, all while ensuring we continue to promote the key messages that underpin the important work of the Master Innholders.



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.





Hotel Leadership Conference **2027**

Hotel Leadership Conference 2027

Unbreakable,
The Human Advantage

11-12 January 2027

JW Marriott Grosvenor House, London

www.hotelleadershipconference.com





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