

access

Hospitality

THE HOSPITALITY PEOPLE SURVEY 2026



access

Hospitality

IH.
INDEPENDENT
HOTEL SHOW

KAM



Scrumptious
YOUR VISION. OUR EXPERTISE.



Hospitality People

Copilot
Now

The following members of your team currently have overdue training:

Learning & Development

- 1. Harry Kitchin**
Due date: 23 October
- 2. Carmen Delle-Case**
Due date: 28 October

Hi Alice

What can I help you with today?

Is there anyone in my team with overdue training?

Attract & onboard

Develop & retain

Schedule & pay

HR & Workforce Management
2 hours ago

Working time violations detected
Please review and update them to meet legal requirements.

[View violations](#)

Smart people solutions.
Powerful AI.
Built for hospitality.

Hospitality People Suite – the AI enhanced people solution enabling you to support your teams at every stage of their journey, from hire to retire. No surprises. Just action.



Recruitment



HR & Workforce Management



Learning & Development



On-demand Pay



Payroll

[Explore the Hospitality People Suite](#)

WHAT'S COVERED

access

Hospitality

Welcome to The Hospitality People Survey. This annual survey brings you the latest perspectives from hospitality employees across the UK. Explore fresh data on salary, wellbeing, technology, tipping and the benefits that matter most; helping you benchmark effectively and build a stronger, more engaged team.

01

Meet the respondents

07

Work/life balance

02

Salary impact

08

Employee development

03

Tips and bonuses

09

Employee training

04

Contracted hours

10

Use of AI & technology

05

Top employee benefits

11

Employee retention

06

Employee benefits used

12

Employee satisfaction

access

Hospitality

IH.
INDEPENDENT
HOTEL SHOW

KAM

HjUK
hospitalityjobsuk.com

Scrumptious
YOUR VISION. OUR EXPERTISE.





**The UK's No.1 Hospitality
Jobs Board on Google**

**Built by experts that understand
hospitality recruitment advertising
better than anyone!**

It's in our name...

**Where hospitality candidates
look for hospitality jobs**

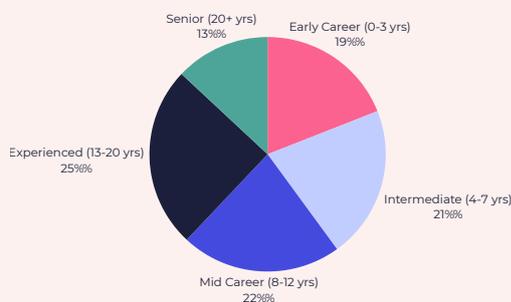
**For further information,
contact Roy on...**



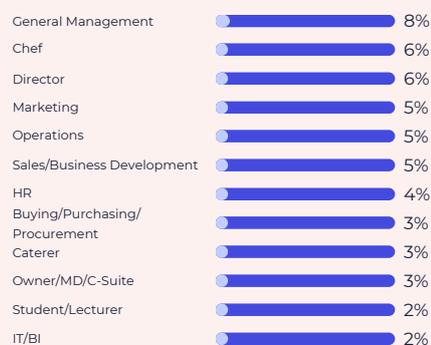
MEET THE RESPONDENTS

The Hospitality People Survey 2026 was conducted Jan-Feb 2026, with a sample of 1446 UK hospitality employees. The following shows the breakdown of those who took part.

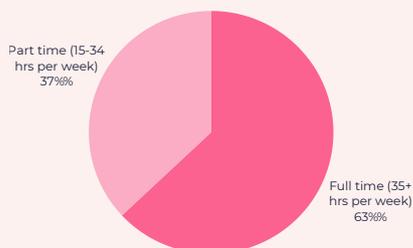
Level of experience



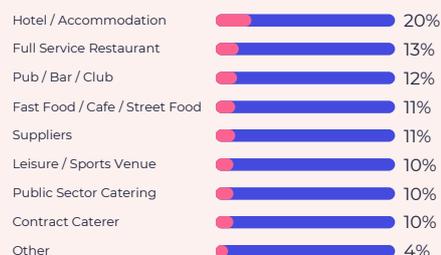
Top job roles



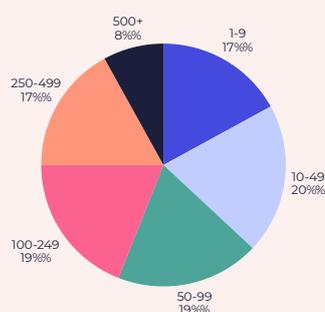
Employment status



Sector

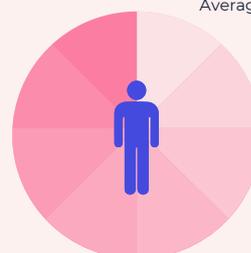


Size of company (employees)



51% Male
49% Female

Average age, 37 years



Ethnicity breakdown

60% White
2% Asian/Asian British
1% Black/ African/Caribbean/Black British
36% Mixed/Multiple ethnic groups

Region breakdown

37% London & SE
21% Midlands & Wales
24% North & Scotland
10% South West
7% Northern Ireland

HOW HOSPITALITY HR TEAMS CAN MAKE AI WORK FOR THEM

HR professionals across hospitality tend to fall into one of two camps right now: those already experimenting with AI and seeing results, and those who know they should be but haven't yet found the right entry point. The honest truth? Both are valid. But so is this: AI is no longer a future-state aspiration. It's a practical tool that hospitality HR teams can and should be using today. Let me explain why.

Data from this year's Hospitality People Survey tells an interesting story. 52% of hospitality employees now see AI as a helpful tool, up from 41% in 2025. But it also shows that the number of employees who feel technology has made their job harder is rising. And that's the nuance HR teams need to hold onto. The technology is there, but choosing the right tool for the right problem, and implementing it well, is everything.

So where should HR teams focus? In my view, the employee lifecycle is the right lens. From recruitment and onboarding through to scheduling, payroll and retention, there's a meaningful AI application at every stage. Businesses using AI in their people processes are already seeing a 5% improvement in rota accuracy, a 25% improvement in sales predictions and a 30% reduction in hiring costs. For a sector where labour is your biggest cost and biggest asset, that's significant.

Then there's the Employment Rights Act, the most pressing compliance challenge for HR teams in 2026. Day-one rights, guaranteed hours, reasonable notice of shift changes and compensation for last-minute cancellations make managing a multi-site, variable-hours workforce genuinely complex. The real value of AI and technology here is in joining the dots: smarter forecasting that cuts last-minute rota changes, accurate records of hours worked, pay that reflects new entitlements from day one, and training that updates as policies evolve. Used well, technology enables you to automate compliance by building it into your everyday workflows.

In my experience, the teams that get AI right tend to follow a similar path: start by reviewing your current tech stack and assessing where it can add real value - you may already have capabilities you're not fully using; select the right solutions and the right partners; pilot at one site or for one process where applicable, gather feedback and measure impact; then implement more broadly and keep optimising as your technology learns and develops. When you take this kind of structured approach, AI stops being an abstract concept and becomes a practical way to support your people every day.

The Hospitality People Survey reminds us that what employees want most is to feel valued which includes being fairly paid and well supported. AI won't change that, but used thoughtfully, it gives HR teams the capacity to deliver on those things far more consistently, even as the regulatory pressure builds.

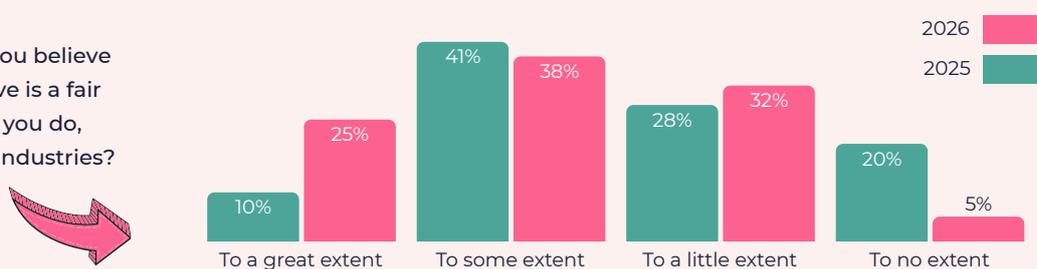


Rob Paterson
Commercial Director - Hospitality People Suite,
The Access Group

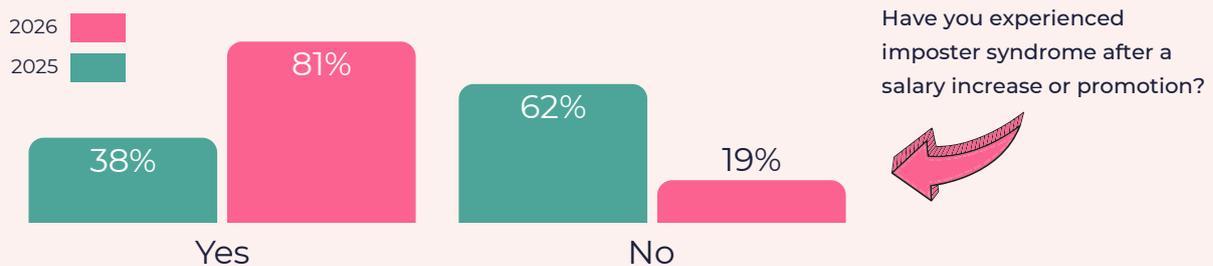
SALARY IMPACT

We take a look at some of the impacts that salary can have on employee satisfaction, retention and engagement. 63% believe their salary is a fair reflection of the job they do, up from 51% in 2025. However, imposter syndrome has risen sharply. Do we have the right support structure in place?

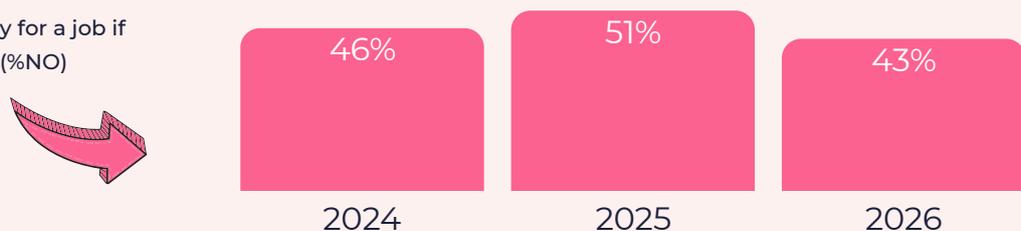
To what extent do you believe the salary you receive is a fair reflection of the job you do, compared to other industries?



Rapid promotions and increased responsibilities can leave individuals feeling unprepared, despite their capabilities. Quick advancements without structured development or mentoring can lead to self-doubt. Additionally, higher salaries come with greater visibility and performance pressure, making senior hospitality roles feel high-stakes amid economic uncertainty. Employees may question their ability to consistently meet expectations, even if they recognise their pay is fair.



Would you still apply for a job if a salary isn't listed? (%NO)

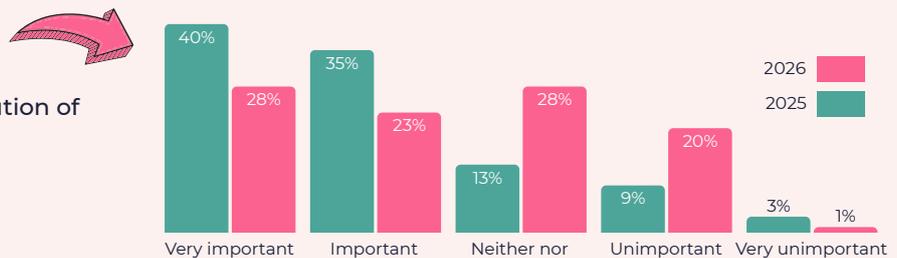


TIPS AND BONUSES

Fewer tips, due to cost of living, and a rise in basic salaries may be reducing the reliance/importance of tips to front & back of house staff

How important are the contribution of tips on top of your paid salary?

(Sample reflects FOH and BOH employees only)



Rising base salaries, especially for senior roles, decrease dependence on tips, as employers offer stronger guaranteed pay and clearer career paths. Additionally, legislative changes in fair tip distribution have formalised gratuity handling, leading to a more even pooling of tips among teams, which diminishes their psychological significance tied to individual performance.

How important are the tips you receive to your overall work satisfaction?

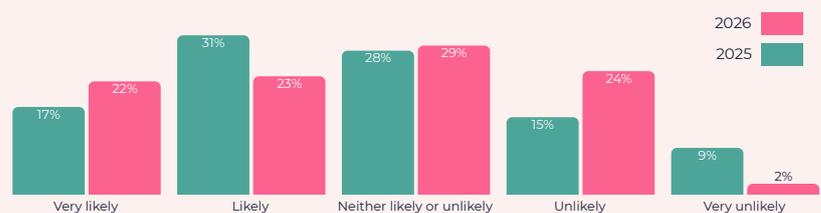
(Sample reflects FOH and BOH employees only)



This is reflected in an increase in those who would be 'very likely' to still be working in the hospitality industry if they no longer received tips.

If you no longer received tips, how likely would you be to still be working in the hospitality industry?

(Sample reflects FOH and BOH employees only)



CONTRACTED HOURS

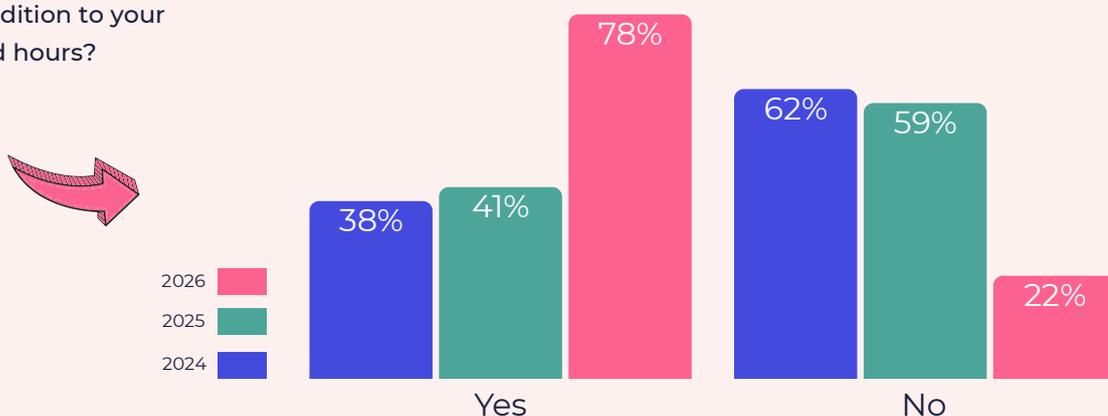
There has been a decrease in the number of hours over contracted hours being worked (11+ hours down from 30% to 22%, 16+ hours down from 22% to 7%).

Furthermore, 78% are being paid for their additional hours (up from 41% in 2025).



After years of staffing shortages, operators have adapted workforce planning, invested in recruitment, and improved retention to combat burnout. Enhanced rota management software and cost control have helped forecast demand and align staffing levels, reducing extreme overtime. Employee expectations have shifted towards prioritising work-life balance, prompting hospitality employers to respond by reducing excessive hours as a retention strategy, aiming to enhance the sector's long-term employment reputation.

Are you paid for the hours you work in addition to your contracted hours?



WHAT SEPARATES REAL WORKPLACE CULTURE FROM EMPTY TALK

Many organisations claim to have a strong workplace culture, but the real test is much simpler: what happens when management is not in the room. A genuine culture is reflected in everyday behaviour. It shows up in how teams speak to each other, how comfortable people feel sharing opinions, and whether feedback actually leads to change.

Businesses that simply talk about culture often rely on top-down communication. Information flows one way and decisions are made at the top. In contrast, strong cultures create genuine two-way dialogue. Employees are encouraged to speak openly, and managers are trained to act as coaches rather than task delegators.

Leadership development plays a key role here. Even experienced leaders still need to learn and grow. Continuous development helps managers guide their teams better and ensures the culture evolves with the business. When leaders actively invest in their own learning, it sets the tone for everyone else. Benefits are another area where the difference between culture and rhetoric becomes clear. Many companies promote long lists of perks that look good in recruitment materials but provide little real value. Strong cultures focus instead on meaningful benefits that employees actually use. Flexible working, flexible hours and opportunities for team connection often matter far more than generic perks.

Hiring decisions also shape culture. Recruiting for attitude, behaviour and cultural fit can be just as important as technical experience. When the right people join the team, learning and development becomes more than a one-off training programme. It turns into a continuous process that supports growth and adapts to the changing needs of the industry.

Internal development is another powerful signal. When organisations invest in their people and promote from within, employees feel valued and see a clear path forward.

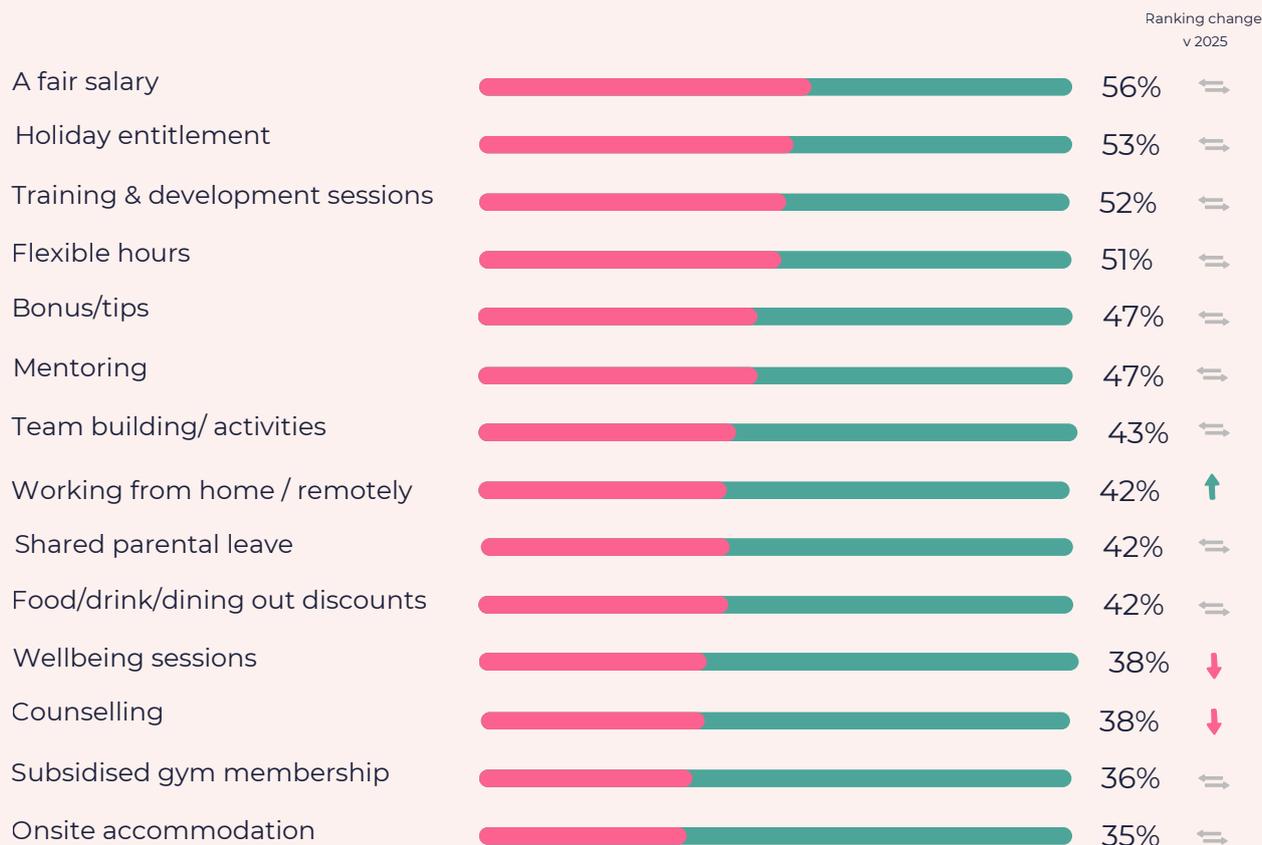
Ultimately, strong cultures respect employees' time, reward effort fairly and provide benefits that genuinely support work-life balance. When those elements are in place, culture stops being a slogan and becomes a real competitive advantage.



Amanda Smyth
People Director at ETM Group London

TOP EMPLOYEE BENEFITS

How important are the following employee benefits to you? (Very/Quite Important %)



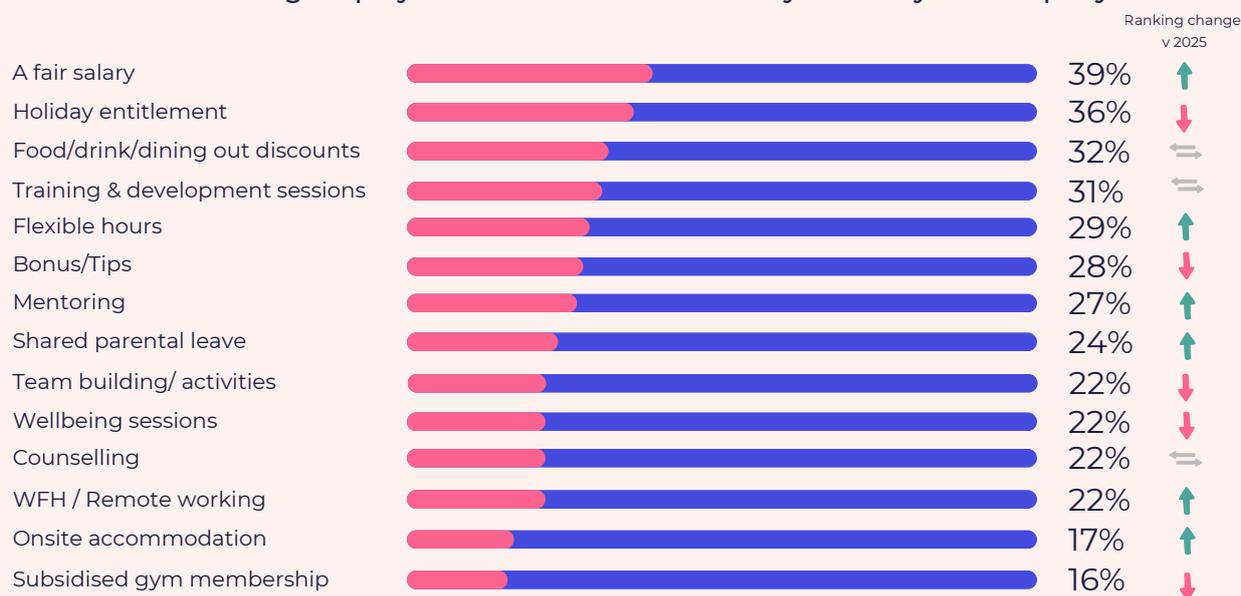
The stability of employee expectations in the hospitality sector indicates a reinforcement of long-standing needs rather than dramatic shifts. Training and development are crucial for career progression, as employees seek skill-building and structured pathways. Employers who invest in formal training and leadership development are more likely to retain ambitious staff. Hospitality employees prioritise four key themes: financial security, work-life balance, career development, and positive workplace culture, which are fundamental expectations rather than luxury benefits. The consistent ranking suggests workforce challenges arise more from gaps in meeting these core standards than from changing demands.

To improve recruitment and retention, hospitality operators must enhance their employee value proposition beyond wages, focusing on structured progression, predictable conditions, supportive leadership, and cultural investment.

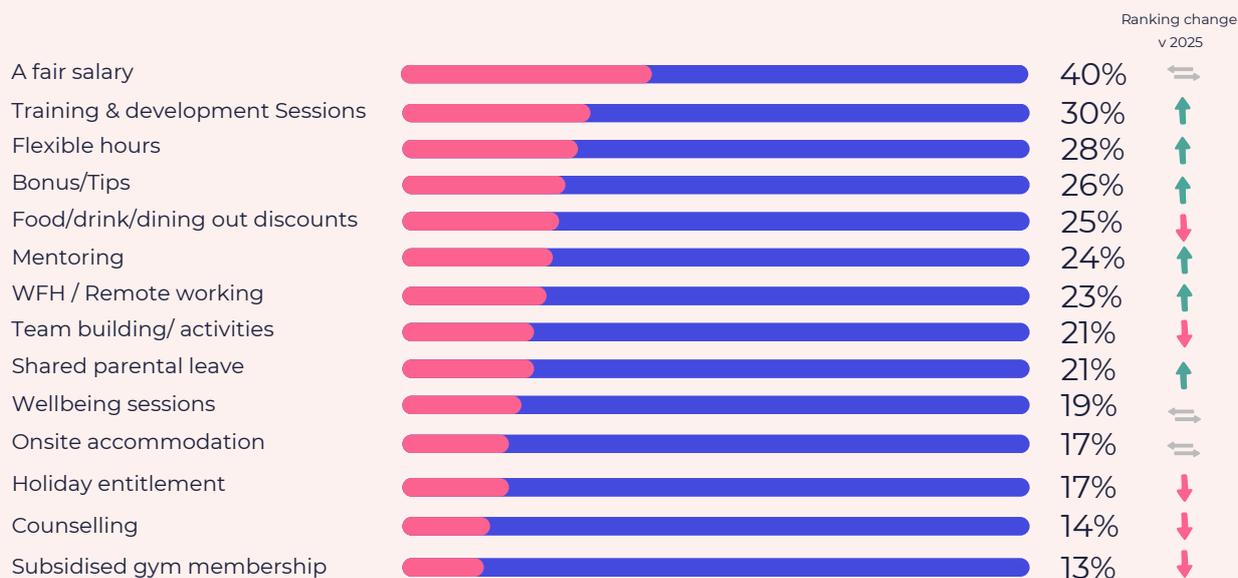
EMPLOYEE BENEFITS USED

The top benefits actually being used, however, have seen some changes since last year. Training & development, mentoring, parental leave and flexible areas are all positive benefits to employee wellbeing and area all being utilised more.

Which of the following employee benefits are available to you from your company?



Which of the following employee benefits, from your company, do you utilise currently?



INDEPENDENT

The business event
for luxury and
boutique hotels.

L O N D O N

5-6 Oct 2026

Olympia

HOTEL

SHOW

DO BUSINESS

With over 220
hotel suppliers

LEARN

At over 50 talks
and workshops

EXPLORE

The latest
hotel trends

CONNECT IN

The Social
Business Space



FIND OUT MORE AT:
www.independenthotelshow.co.uk

THE HIDDEN ROI OF A STRONG EMPLOYER BRAND

Employer branding often gets treated as the glossy extra. The afterthought that sits somewhere between marketing and HR, usually alongside a polished social feed and a tidy careers page. Useful, perhaps, but rarely urgent. In reality, it is one of the most commercially efficient tools a business can invest in.

When done well, employer branding improves candidate quality, helps people self-select faster, reduces mis-hires, strengthens retention and lowers churn costs. That is not marketing spin. It is operational return. To understand why, let's unpack how people actually make decisions. Most of the time people make decisions emotionally, then justify rationally.

And research shows that stories are 12-13 times more memorable than facts alone. In one study, only 5% of people could recall statistics shared in a presentation ten minutes later, whilst 63% could remember a story. Recruitment works the same way.

Candidates rarely remember the fourth bullet point on a job description. What they remember is how a company made them feel. They're not wondering about the perks, they're thinking "can I see myself in the fabric of this company?". And increasingly they are looking well beyond the job advert to form that impression.

Around 95% of candidates research a company before applying, and 75% look beyond the job listing to assess culture and reputation. Fewer than 40% rely primarily on careers pages. Instead, candidates investigate through social media, employee profiles, reviews and video content to answer a much simpler question: Can I see myself here?

If organisations do not shape that narrative, candidates will create one themselves. Clear storytelling has a practical benefit. It speeds up self-selection. The right people recognise themselves in the organisation and are drawn in, while the wrong ones step away earlier. That reduces wasted interviews, shortens time-to-hire and lowers the risk of someone joining only to say a few months later, "this isn't what I expected".

Salary still matters. Competitive pay is foundational. But when pay bands look similar across competitors, differentiation opportunities can be found elsewhere.

Behavioural science tells us people decide emotionally and justify rationally. Salary becomes the justification. Culture becomes the driver.

A strong employer brand, combined with transparent pay, helps organisations attract the right people, helps them commit faster and ultimately reduce the costly cycle of churn.

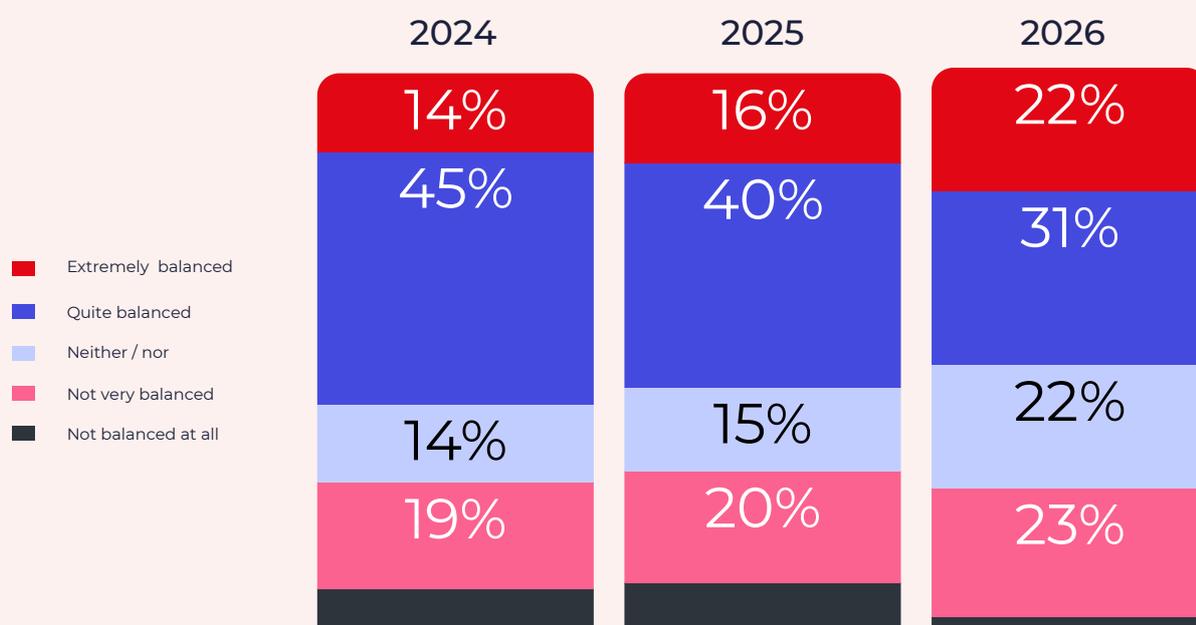


Tiffany Black
Marketing Manager at Scrumptious Marketing

WORK/LIFE BALANCE

Whilst employee expectations have shifted towards prioritising work-life balance, finding the sweet spot remains a challenge. In 2024, 59% said they had a good work/life balance, and in 2025 this dropped slightly to 56%. In 2026, this proportion has decreased further to 53%; despite a 6% increase in those stating their work/life balance as being 'extremely balanced'.

How would you describe your work life balance?



This downward trend suggests that roles within the sector are becoming less sustainable for a growing proportion of the workforce. Hospitality continues to operate in a climate of rising labour costs, inflationary pressure, and margin compression. In response, many businesses have adopted leaner staffing structures and tighter scheduling models to maintain profitability. While operationally necessary, these adjustments appear to be placing additional strain on employees. Longer shifts, intensified workloads, and reduced slack within teams can gradually erode perceptions of balance, even where overall hours have not dramatically increased.

The findings may also reflect a disconnect between flexibility and predictability. Although flexible hours remain one of the most valued employee benefits, flexibility in hospitality often translates into variable or reactive scheduling. Without consistency and advance notice, employees may struggle to manage personal commitments, undermining the sense of control that true work-life balance requires.

EMPLOYEE DEVELOPMENT

The scale and consistency of the decline across all areas suggests something broader than individual employer issues. It points to sector-wide fatigue and confidence erosion within UK hospitality.

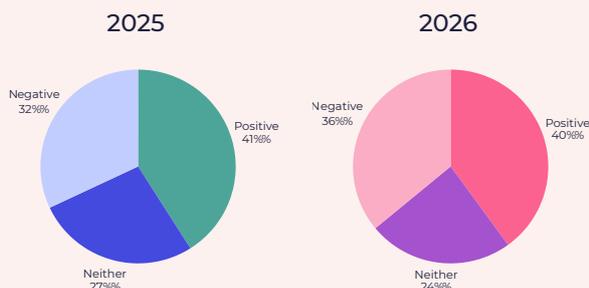
The operating environment has remained extremely challenging. Ongoing cost pressures (energy, food inflation, wage increases and business rates), tighter consumer spending and thinner margins often translate into leaner teams, higher performance pressure and fewer discretionary perks. Even if pay levels have improved, the day-to-day experience of work may feel harder, which can directly impact perceptions of “fun”, trust, and openness.

Thinking of your job in the hospitality or food service industry, how strongly do you agree with the following statements? (% strongly agree / agree)

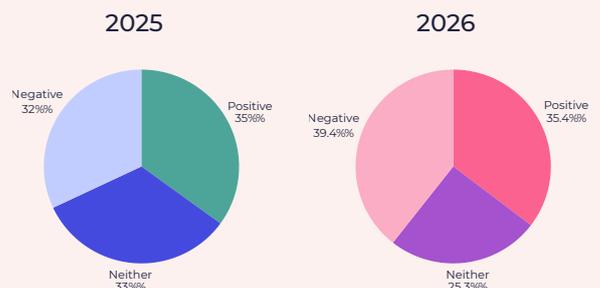


To what extent does your work positively or negatively affect the following...

...your mental health



...your physical health



CREATING A CULTURE CANDIDATES WANT TO JOIN: THE CHAMPNEYS APPROACH

For me, a great candidate experience starts long before interview day. It starts with how we show up in the advert and on our careers website. That first impression needs to feel like Champneys: clear, welcoming, and designed to speak to the kinds of people we want to join us.

From there, it becomes personal. Our managers engage with candidates as people, not CVs. We often begin with a telephone conversation where we explain the process, talk through what the day will look like, and remove any uncertainty. Hospitality can feel daunting when you're changing jobs, so setting expectations early really matters.

Our interview process is deliberately informal, because that's how we operate. We're not stiff. We want colleagues who can greet guests, be themselves, and feel comfortable. So the interview should be a two-way conversation. We'll explore experience, yes, but we'll also talk about what the candidate wants and where they're trying to get to. Career progression is a big part of our story, and we're proud to support apprenticeships at every level, whatever role you're applying for.

Communication after interview is just as important. In hospitality, delays can happen, managers are in operations, people are on holiday, and there are often multiple candidates in play. But nothing damages trust faster than silence. If I tell someone they'll hear from me in two weeks, they should hear from me in two weeks. Even if the answer is no, they deserve a response that leaves them feeling respected. One candidate once replied to us saying they were disappointed not to get the job, but we'd made them feel good about themselves. That's the standard I want us to hold.

When it comes to culture, I'd describe Champneys as honest and open. We have difficult conversations when we need to, and we celebrate success properly, including long service, because we're genuinely grateful when people choose to stay. The environment matters too. We work in spaces built around wellbeing, so there's a natural sense of calm and trust that shapes how we treat each other.

Above all, we try to be authentic. It's not all sunshine and roses in hospitality. It's busy, it's pressured, and the hours can still be tough in parts of the business. But if we're honest about that from the beginning, and we show people the real leaders and real teams they'll be joining - we attract candidates who are right for us, and who stay.

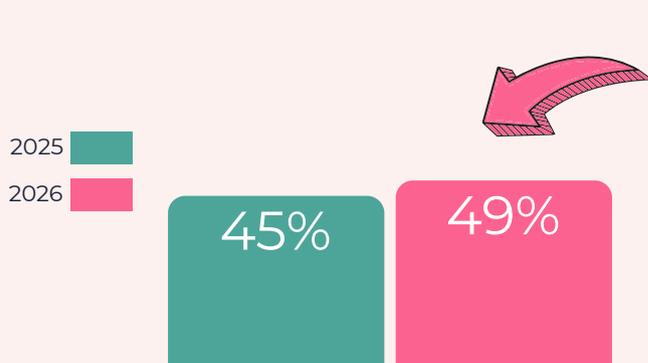
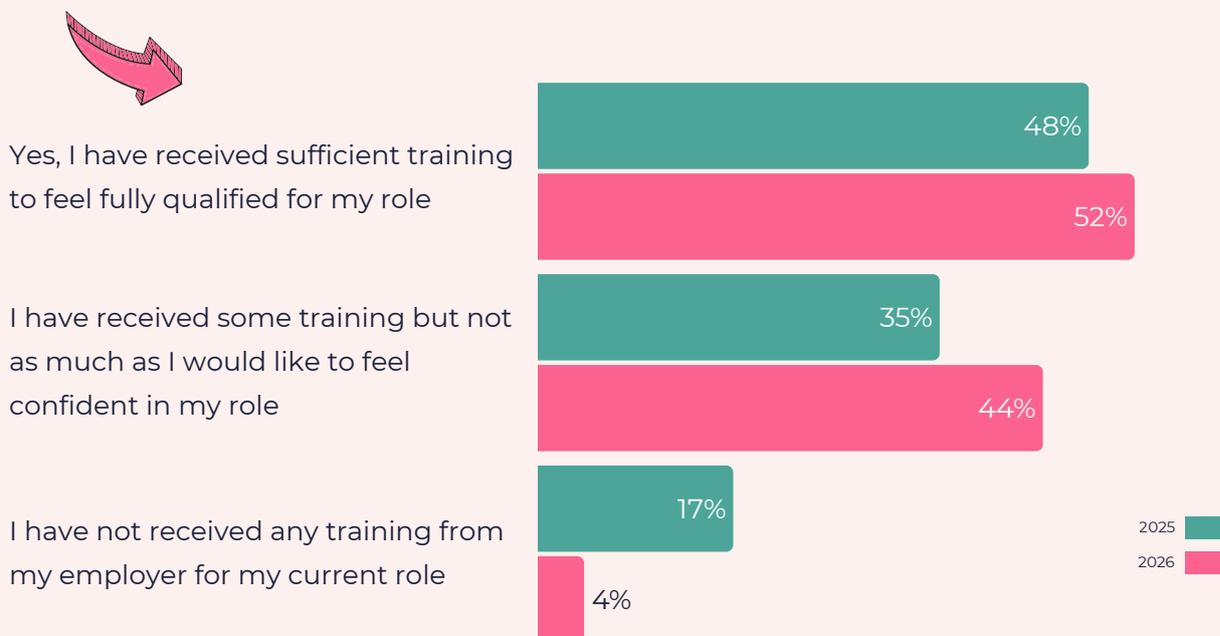


Gemma Tracey MCIPD, FIH
Champneys Spa

EMPLOYEE TRAINING

We've seen a general rise in employees receiving some level of training within their role, which is a positive step. The rise in employees who say they've received some training, but not as much as they would like, suggests expectations are rising. Reinforcing the need to move beyond compliance-style training and toward structured, career-oriented development pathways.

Have you received the correct amount of training to succeed in your role?



Does your employer offer apprenticeships within your company? (%YES)

We've seen an increase of 4%, since 2025, in companies offering their employees apprenticeship schemes.

THE USE OF AI AND OTHER TECHNOLOGY

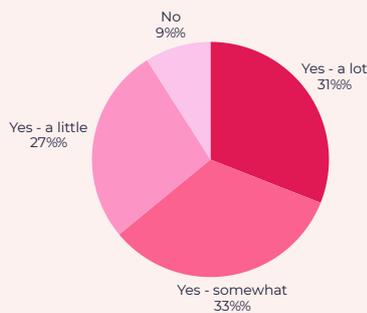
52% of employees view AI as a helpful job tool, up from 41% in 2025. However, more employees report that technology complicates their work. It's essential to ensure that technology addresses real problems rather than being used for its own sake, focusing more on the purpose than the implementation.

52% Of hospitality employees see AI as a **HELPFUL TOOL** for them in their job. Compared to 40% who see it as a threat, with the remaining 8% still undecided.

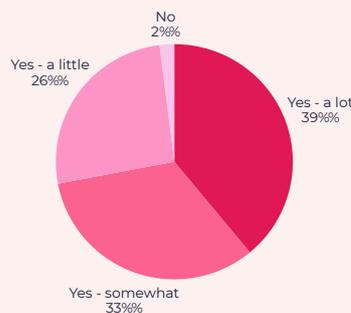


This apparent contradiction reflects a familiar pattern in workplace transformation: strategic optimism, operational friction. The rise in employees viewing AI as helpful suggests growing awareness of its potential, whether for rota planning, inventory management, forecasting, marketing automation, or guest personalisation. Staff can see how AI might reduce admin, improve decision-making, or streamline repetitive tasks. As exposure increases, so does conceptual acceptance. However, the simultaneous rise in those saying technology has made their daily jobs harder points to implementation strain.

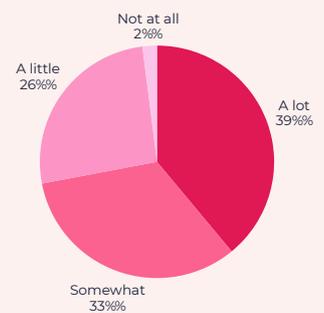
Do you feel that technology has made it easier to manage your time between work and personal life?



Do you think the use of AI could improve your job satisfaction by automating repetitive tasks?



How does the use of technology impact your job satisfaction?





Hotel, Restaurant & Catering

30 March - 01 April 2026 Excel London



PART OF

Food Drink &
Hospitality Week

SHAPING WHAT'S NEXT IN HOSPITALITY.

➤ This is HRC reimagined. A show built for the future, where you can explore the latest innovations, discover new products and celebrate our wonderful industry. This is where chefs, hoteliers, buyers, and more can compare, taste, test, and make confident buying decisions for the venues of tomorrow.

If you work in hospitality, this is your place. Join us at Excel London from 30 March - 01 April 2026 as we shape the future of the industry together.



Scan to secure
your spot

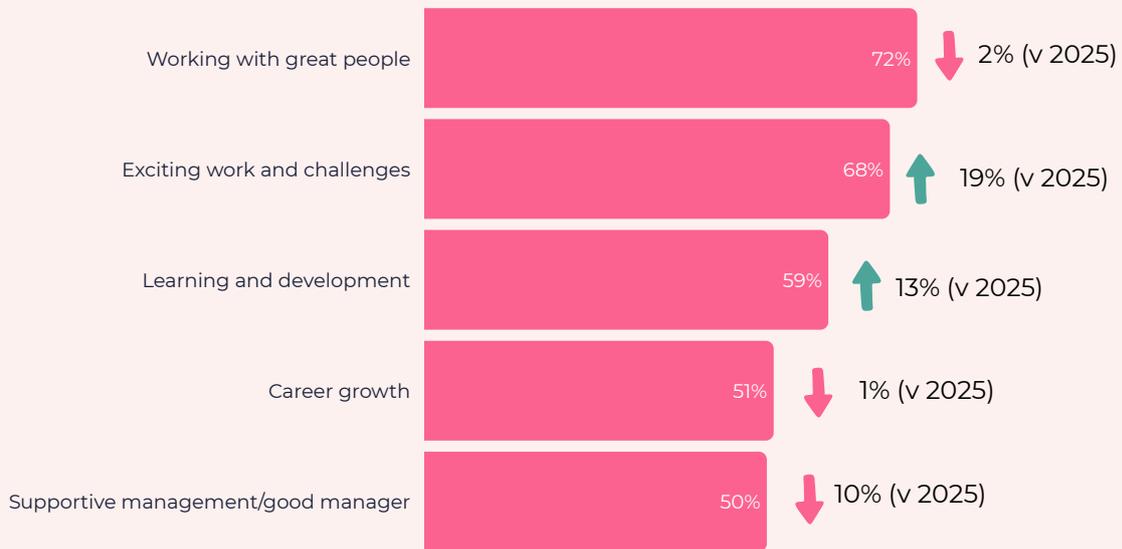


www.hrc.co.uk

EMPLOYEE RETENTION

The sharp rise in “exciting work & challenges” and “learning & development” suggests that retention in UK hospitality is increasingly being driven by growth, stimulation and progression rather than just pay or perks.

Outside of employee benefits, which of the following are likely to keep you in your current role?



Employees are increasingly focused on long-term career development, particularly in sectors facing volatility. Those who stay seek opportunities for growth rather than just stability, benefiting employers who offer structured progression and diverse projects. Additionally, there is a shift towards developmental retention; while competitive salaries attract talent, ongoing challenges and skill-building are crucial for keeping high performers engaged, especially in repetitive roles. Introducing variety and leadership opportunities can enhance engagement significantly.



How likely or unlikely do you think it is that you will still be working for the same company in 12 months time? (% Very likely / Likely)



How important are the following to you if you were looking to join a new hospitality business? (% Very important / important)

WHEN EVERY VISIT MATTERS: WHY LEADERSHIP DEFINES THE GUEST EXPERIENCE

Over half term we visited some of our favourite UK hospitality and leisure venues with our 13- and 14-year-old “critics” in tow, which of course ranged from a seaside rock shop to escape rooms. We experienced everything from exceptional service in their favourite restaurant to disappointing visits at an iconic family favourite we’ve returned to for years.

The common theme? Packed venues, stretched teams, staff shortages. Holidays have always been busy, that isn’t new. What felt different was less leadership. In the best venues, leaders were visible, calm and present. They weren’t just managing operations; they were leading people.

The sector is operating in a reshaped market. Hybrid working means fewer weekday commuters and less incidental spend. Many guests now eat out less frequently, and when they do, expectations are higher.

Dining has shifted from routine to occasion. Guests, including younger ones expect seamless service, shorter waits and genuine hospitality that feels worth leaving home for.

At the same time, operators face rising National Living Wage commitments, energy costs, recruitment shortages and continued margin pressure. In this climate, basic management tasks, opening doors, organising rotas, ordering stock are not enough. They never were.

Yet leadership development is often viewed as discretionary. But is it?

When visits are less frequent, every interaction carries greater weight. Inconsistent leadership, disengaged teams and unsupported supervisors cost loyalty and today even a teenager can choose where to spend.

High turnover only compounds the pressure. Strong leadership is no longer optional. It is revenue protection. The real question is not whether we can afford to invest — but whether we can afford not to.



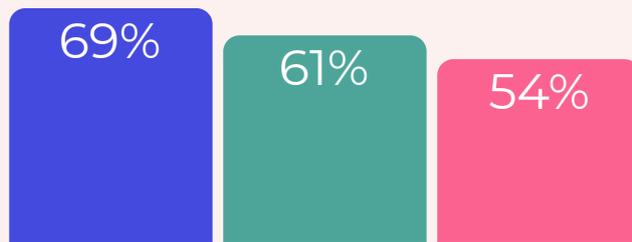
Rachel House,
Co-Founder at Impetus Leadership

EMPLOYEE SATISFACTION

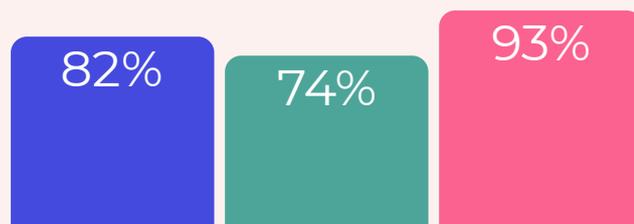
The results suggest a temporary slump for employee morale – a decline in liking their job ‘at the moment’ but not a decline in their love and passion for the industry. This is a positive! The passion and love for the industry is the very thing that will get it through this slump and breed future success.

Are you happy in your current role? (%YES)

2024 
2025 
2026 



Would you recommend a career in the hospitality or foodservice industry to friends or family? (%Yes)



SUMMARY

The results from The Hospitality People Survey 2026 shows an industry continuing to evolve under pressure, yet demonstrating clear signs of professionalisation and resilience. Rising wage expectations, operational intensity and economic uncertainty remain defining features of the landscape. However, the data suggests that while pay structures are improving, expectations around performance, progression and development are rising just as quickly.

Encouragingly, more employees report feeling fairly paid than in previous years, reflecting ongoing adjustments to wage levels across the sector. Yet alongside this progress, imposter syndrome has increased significantly. Faster promotions, broader responsibilities and leaner team structures appear to be accelerating career progression, but also intensifying pressure. Employees are advancing, but often into larger and more demanding roles. The industry is rewarding talent, yet the psychological cost of that progression is becoming more visible.

Retention drivers are also shifting. “Exciting work & challenges” and “Learning & development” now rank as the strongest reasons employees choose to stay. This signals a notable change in mindset. Hospitality is increasingly viewed not simply as stable employment, but as a platform for growth. Employees are motivated by opportunity, stimulation and advancement, not solely by pay or perks. Career development is no longer a secondary benefit; it is central to workforce stability.

Training provision has improved at a baseline level, with fewer employees reporting that they receive no training at all. However, demand for additional development has grown faster than provision. This reflects a workforce that is more ambitious and more career-focused than before. As the sector modernises, employees expect structured learning pathways, leadership development and clear progression frameworks. Basic access to training is no longer enough to satisfy evolving expectations.

There are also positive operational shifts. Reports of excessive overtime have declined significantly, suggesting improved workforce planning and a move towards more sustainable working patterns. In an industry historically associated with long hours and burnout, this marks important progress. Healthier work patterns support not only wellbeing but also long-term retention and sector reputation.

At the same time, morale shows signs of short-term strain. Employees acknowledge feeling pressure “at the moment,” reflecting the broader economic and operational environment. Crucially, however, this has not translated into a loss of passion for the industry. Commitment remains strong. This is a workforce experiencing pressure but, crucially, not disengagement.

Hospitality remains a sector defined by ambition, adaptability and people. The challenge now is not simply to raise wages, but to ensure progression builds confidence rather than stress, and that development pathways keep pace with rising expectations. Operators who invest in structured career growth, supportive leadership and sustainable working models will be best positioned to convert resilience into long-term retention. Ensuring the industry continues to strengthen in 2026 and beyond.



Blake Gladman
Strategy & Insight Director, KAM



THE KNOWLEDGE HUB



Get informed on the latest hospitality trends with the KAM Knowledge Hub. From in-depth trend reports and whitepapers to infographics, webinars and expert opinion, we deliver the data and trends you need to stay ahead - all in one place. One login, endless insights.

Scan the QR code above for FREE standard access or upgrade to an 'Access All Areas' pass (£595/yr) for even more eye-opening data and insights!

The collage features 15 promotional cards for KAM Knowledge Hub content, arranged in a grid:

- FAMILY DINING**: A card with a photo of a child eating pizza.
- RAISING THE BAR**: A card with a photo of a cocktail and the text "How the UK On-Trade is failing to meet the demand for alcohol-free." by Everleaf.
- LOW + NO DRINKING DIFFERENTLY 2025**: A card featuring a beer glass and the text "In partnership with LUCKY SAINT".
- THE COMPETITIVE SOCIALISING CUSTOMER 2025**: A card with a hand holding a microphone and the text "Customer trends for activity-led venues."
- GENERATION Z ALL GROWN UP**: A card with a photo of a young person sitting on a chair.
- THE UK'S LARGEST HOSPITALITY SALARY SURVEY 2025**: A card with an infographic and the text "UK KAM".
- Socialising Differently.**: A card with a video player and the text "How we socialise is evolving. How is it changing and what can we expect going forward..." by Katy Moses MD, KAM. Presented at imbibe live.
- GOLDEN YEARS**: A card with a photo of an elderly couple and the text "KAM".
- PUB ROADMAP**: A card with a starburst graphic and the text "CREATING PUB SUPERFANS" by KAM and BII.
- DRINK MID Strength**: A card with a red arrow and the text "THE MID STRENGTH OPPORTUNITY" by KAM and Club Soda.
- PLAN TO PLATE.**: A card with an infographic and the text "How hospitality brands and operators can understand, engage and influence the customer journey." by KAM.
- PUB ROADMAP. EVOLVING PUB BUSINESSES**: A card with a video player and the text "KAM x BII" and logos for hcl, brakes, and BRISTON.
- State of Social**: A card with a speech bubble icon and the text "THE BENCHMARK FOR HOSPITALITY SOCIAL METRICS" by KAM x kitch.
- wellbeing**: A card with a play button icon and the text "WELLBEING AT WORK: Where are we now?" by Katy Moses Founder/MD, KAM.

THE HOSPITALITY PEOPLE SURVEY

