

WHY HATS

HOSPITALITY-FIRST HIRING, BUILT FOR RETENTION

£250K SEIS (PENDING)
PRE-SEED

HOSPITALITY HIRING IS BROKEN.

HIGHEST TURNOVER OF ANY UK SECTOR

52% ANNUAL TURNOVER (UKHOSPITALITY WORKFORCE REPORT)

MANAGERS WASTE TIME FILTERING CVS

117 APPLICANTS PER HIRE. WEEKS LOST TO SCREENING.
(SMARTRECRUITERS)

BAD HIRES DAMAGE CULTURE AND PROFIT

£2750 AVERAGE COST PER HIRE (CATERER HHI Q1 2025)

WHY
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part of the WHY Hospitality® Group

RETENTION STARTS
BEFORE DAY ONE.
SO SHOULD HIRING.

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A LARGE, UNDERSERVED HOSPITALITY MARKET.

UK & EUROPE HOSPITALITY RECRUITMENT IS A MULTI-BILLION-POUND
MARKET, DRIVEN BY TURNOVER AND GROWING TECH ADOPTION.



HOSPITALITY RECRUITMENT & RETENTION SPEND

**WHY
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EARLY MOMENTUM, READY TO SCALE.

- ✓ PLATFORM PREPARING FOR PUBLIC LAUNCH
- ✓ OPERATOR INTEREST ACROSS MULTIPLE CITIES
- ✓ ECOSYSTEM PRODUCTS LIVE OR PILOTING

WHY
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HIKE FOR FIT, NOT JUST FILL.

We have developed the 'WHY Hospitality® Profile'

Built for hospitality. Simple by design. Focused on how work actually happens.

just 3 simple steps

1 WORKPLACE PROFILE

.....
A short snapshot of how the
venue actually runs

service style

pressure and pace

team dynamics

structure and
management approach

.....
Quick to complete. Easy to
answer. Based on real shifts.

2 CANDIDATE PROFILE

.....
A practical look at how
someone works on shift

handling pressure

teamwork vs independence

ownership and
responsibility

how they learn best

.....
No labels. No ranking.
Just real working style.

3 MATCH FOR ROLE & ENVIRONMENT

.....
We combine role pressure,
workplace reality and
working style to show:

where the fit is strong

where to pay attention

what support makes the
hire succeed

.....
Then interview with clarity,
not guesswork.

WHY
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**BUILT FOR HOSPITALITY,
NOT GENERIC HIRING.**

JOB BOARDS
VOLUME, LOW FIT

GENERIC ATS
PROCESS, NOT PEOPLE

**WHY
HATS**
HOSPITALITY-NATIVE, FIT-LED

WHY HATS WINS?



BUILT BY HOSPITALITY OPERATORS



FIT AND RETENTION, NOT CV FILTERING



ECOSYSTEM SUPPORT BEYOND HIRING

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HIRING ALONE ISN'T ENOUGH.

SO WE'RE BUILDING THE LAYERS AROUND IT.



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SIMPLE, SCALABLE SUBSCRIPTION MODEL.

Clear entry, obvious expansion

Starter

£0

No card required
1 job | 1 venue

Core fit-led
hiring experience

Designed to remove
friction and prove value

Premium

£50

Per Venue / Month
Unlimited Jobs

Everything teams need to hire
properly, including:

Advanced analytics
Dedicated support
Ongoing feature releases

Enterprise

Custom
Pricing

Multi-site operators

Advanced analytics & reporting
Integrations & custom setup
Strategic support

Target: 2,000 venues = £1.2m ARR

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FOCUSED ROLLOUT. OPERATOR-LED GROWTH.

We grow where hospitality communities already exist.



CITY - BY - CITY ROLLOUT.



AMBASSADOR NETWORK



CONSULTING - DRIVEN CONVERSIONS

Target: 2,000 venues = £1.2m ARR

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THE RAISE.

RAISING £250K (SEIS PENDING)

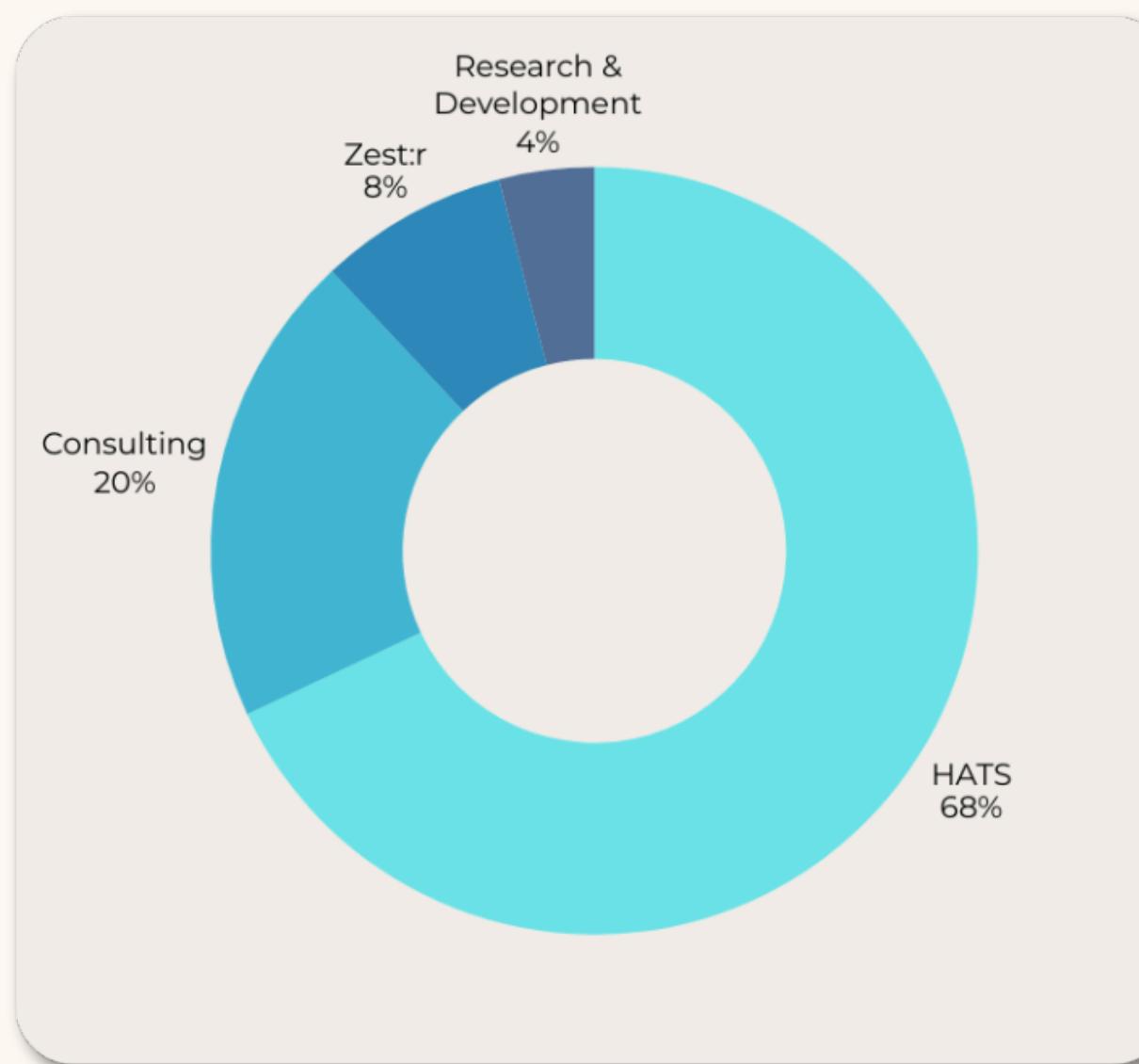
TO LAUNCH, SCALE, AND REACH BREAK-EVEN

BY LATE 2026

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USE OF FUNDS.



HATS = £170K

PRODUCTION-GRADE HATS: MULTI-SITE FEATURES, RELIABILITY, ANALYTICS AND INTEGRATIONS, INCLUDING CORE ENGINEERING & PRODUCT HIRES TO SCALE THE PLATFORM.

CONSULTING = £50K

CONSULTING-LED ADOPTION TO EMBED HATS, BUILD CASE STUDIES AND CONVERT MULTI-SITE CUSTOMERS, INCLUDING A DEDICATED CONSULTING LEAD TO RUN ROLLOUT AND ONBOARDING.

ZEST:R = £20K

ZEST:R MVP: STAFF REWARDS AND ENGAGEMENT INTEGRATED WITH HATS TO LIFT RETENTION AND ARPU.

RESEARCH & DEVELOPMENT = £10K

PILOT AND VALIDATE THE WHY HOSPITALITY PROFILE AND RETENTION BENCHMARKS TO CREATE DEFENSIBLE ANALYTICS.

**WHY
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BUILT BY HOSPITALITY OPERATORS.



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Gareth Hazard FIC
Founder & CEO

Founder of WHY Hospitality. 18+ years in L&D, leadership and people operations across pubs, bars, and restaurants. Creator of HATS, designed to make hospitality hiring more human, measurable, and meaningful.

 ***Drives culture, leadership, innovation and strategy.***

-  **Leadership & Culture**
-  **Innovation & Strategy**
-  **Empowerment & People First**



david@whyhospitality.com

David Coveney
Director – Technology & Brand Growth

Former Commercial Director and Brand Strategist behind leading spirits brands including Copperhead Gin, Tarquin's Gin, and BBB Drinks. Now leading HATS' digital strategy, merging hospitality insight with scalable ATS innovation.

 ***Combines tech vision with sales-led growth expertise.***

-  **Brand & Sales Growth**
-  **Tech & Product Integration**
-  **Scalable Systems**

**WHY
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BUILDING BETTER HOSPITALITY TEAMS.

From hiring, to retention, to engagement.

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IF YOU INVEST IN PEOPLE, CULTURE,
AND LONG-TERM VALUE, LET'S TALK.

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WHY

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Innovation starts with WHY