

# 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)

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**RETENTION STARTS  
BEFORE DAY ONE.**

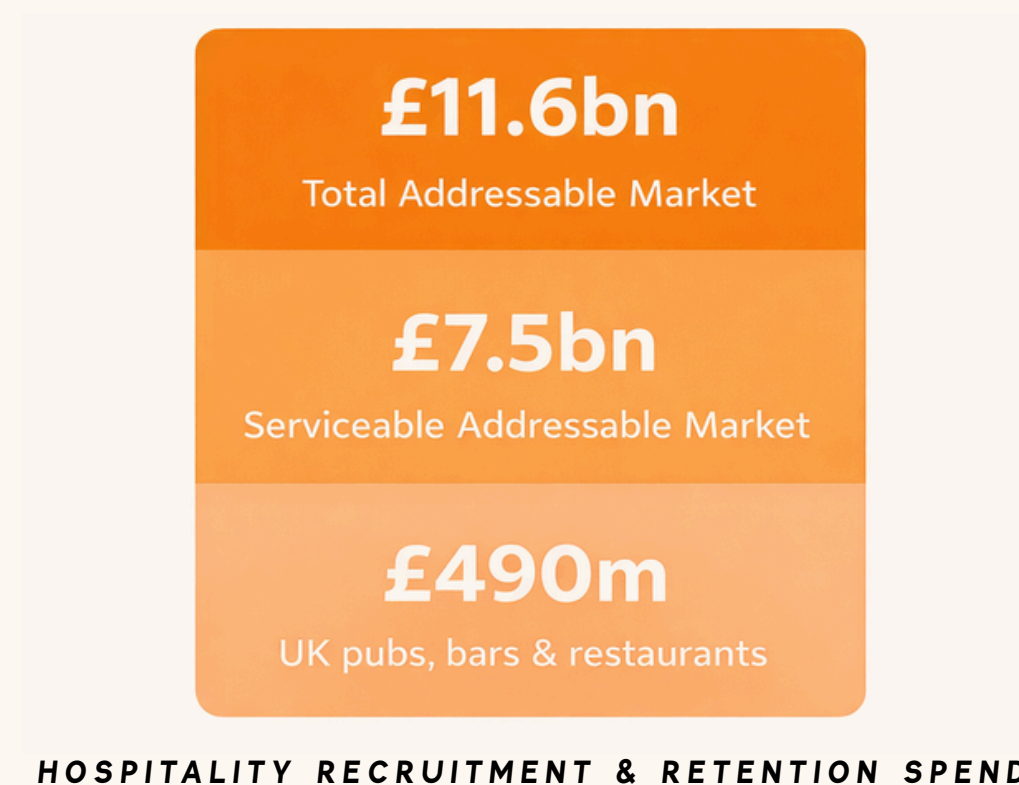
**SO SHOULD HIRING.**

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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.



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# EARLY MOMENTUM, READY TO SCALE.

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

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# HIRE FOR FIT, NOT JUST FILL.

**We have developed the 'WHY Hospitality® Profile'**

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

## 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.

Just 3  
simple  
steps

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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*

<b>Starter</b>	<b>Premium</b>	<b>Enterprise</b>
.....	.....	.....
<b>£0</b>	<b>£50</b>	<b>Custom Pricing</b>
No card required 1 job   1 venue	Per Venue / Month Unlimited Jobs	
.....	.....	.....
Core fit-led hiring experience	Everything teams need to hire properly, including:	Multi-site operators
Designed to remove friction and prove value	Advanced analytics Dedicated support Ongoing feature releases	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

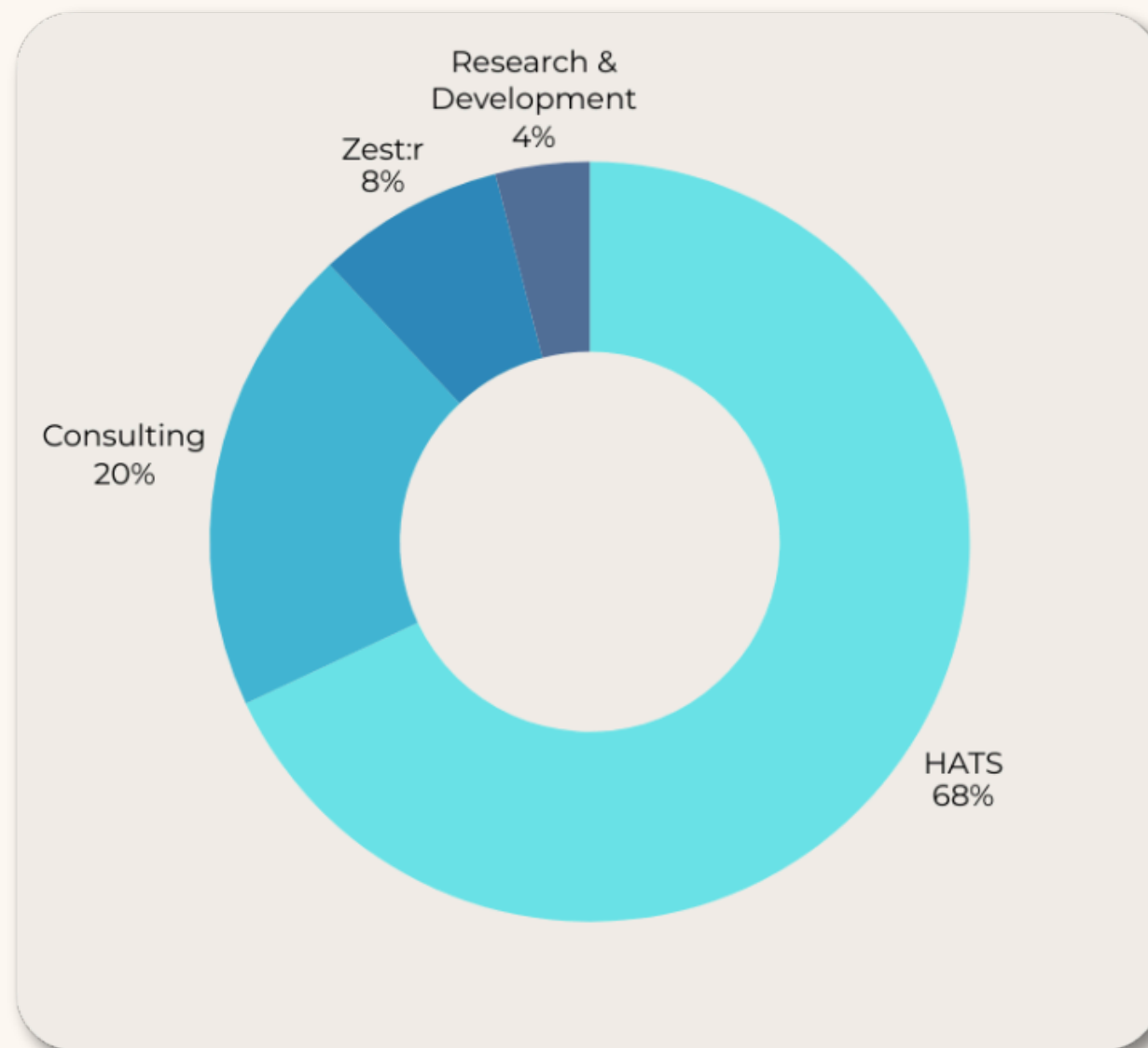
BY LATE 2026

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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.

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# BUILT BY HOSPITALITY OPERATORS.



[gareth@whyhospitality.com](mailto:gareth@whyhospitality.com)

## 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](mailto: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

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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

## Hospitality<sup>®</sup> Group

*Innovation starts with WHY*