



CASE STUDY

Bringing confidence to payroll at hospitality scale with Oracle Fusion Cloud HCM

CUSTOMER

Mitchells & Butlers

INDUSTRY

Hospitality

LOCATION

United Kingdom



CUSTOMER PROFILE

Mitchells & Butlers is a leading UK hospitality business, employing more than 48,000 people across more than 1,600 pubs, bars, and restaurants. Its brands include All Bar One, Toby Carvery, Miller & Carter, Harvester, and Browns. After running PeopleSoft and then SAP for HR and payroll, the company selected Oracle Fusion Cloud HCM for the next stage of its HR, payroll, and absence transformation.

BUSINESS NEED

Hospitality payroll is complex. Teams work shifts across multiple venues, and some employees, including back-office workers, also take additional bar work, holding more than one role at different pay rates. Staff turnover in the hospitality sector is also generally high.

At Mitchells & Butlers, only managers could use the HR system, booking leave and updating personal details on behalf of their teams. Diversity, Equity and Inclusion insight relied on engagement survey data.

OBJECTIVES

- Maintain accurate, compliant UK payroll with less manual checking
- Simplify absence, moving holiday to hours and a common holiday year
- Give managers and employees direct, mobile access to HR
- Improve employee data, including for Diversity, Equity and Inclusion reporting
- Build a foundation for future innovation

PRODUCTS & SERVICES

- Oracle Fusion Cloud Human Capital Management
- Oracle UK Payroll
- Oracle Absence Management
- Oracle Guided Learning
- Implementation services
- Managed services support

SOLUTIONS

Mitchells & Butlers chose Oracle, with integration quality a deciding factor. Inoapps implemented HR, payroll, and absence first as the foundation for wider transformation. The engagement included:

- **Oracle Fusion Cloud HCM implementation** across HR, UK payroll, and absence
- **Absence simplification**, moving holiday bookings to hours with a common holiday year across all employee groups starting 1 April
- **Data migration and integrations** to create a single source of truth
- **Oracle Guided Learning** for step-by-step, in-system manager guidance
- **Managed services** to support the internal team as it builds ownership and continues innovating

"With Oracle Guided Learning, our managers don't have to pull out big printed guides from the cupboard and search for what to do. The guidance is right there in the system, when they need it."

Max Axtell

Head of People Technology & Insights, Mitchells & Butlers

OUTCOMES

Since implementation, Mitchells & Butlers has gained greater confidence in payroll, with:

- **Time back for managers:** mobile approvals and self-service reduce admin, freeing time for teams and guests
- **Payroll confidence:** more consistent data, with less manual checking and fewer legacy workarounds
- **Trusted self-service:** one source of truth for HR professionals, managers, and employees
- **Updated absence management:** holiday, accrual, and sick pay standardized in hours under a common holiday year
- **Better data:** richer employee data for improved reporting and Diversity, Equity and Inclusion insight

WHAT'S NEXT

Mitchells & Butlers' roadmap includes using AI to support payroll preparation and to help managers and colleagues find answers to people questions, and reviewing the onboarding journey. As a member of Oracle's Customer Advisory Board, it also helps shape the future of Oracle HCM and payroll.

"We have worked in partnership with Oracle and Inoapps to successfully implement this project, working hard to hold design principles like 'adopt standard functionality' and 'not customizing.' We focused heavily on change management and open communications throughout the project and have had strong support from a wide range of users and stakeholders. It's now great to see all the hard work making a difference to how we better support our managers and colleagues in every one of our businesses."

Paul Eaves-Seeley

Director People Services, Mitchells & Butlers

WHY INOAPPS?

Mitchells & Butlers wanted a UK-based partner with deep Oracle experience, offshore delivery for value, and credible customer references. Inoapps was candid about the realities of the project and offered constructive challenge rather than oversimplifying the work ahead. The business also valued a managed services model that supports its internal team rather than taking control away.



Image courtesy of Mitchells & Butlers

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